CONSULTATIVE DRAFT

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//KHARA HAIS TOURISM PLAN

'Towards utilizing tourism resources in an innovative and responsible manner'

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Extension of Contract No. K184/2006

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SECTION A: INTRODUCTION

SECTION SYNOPSIS

This section comprises the following:

a) Background information pertaining to the project.

b) SDF context for the tourism plan.

c) Structure of the tourism plan.

d) Legal status, purposes and key elements of the tourism plan.

e) Principle framework and planning premise for the tourism plan.

f) Planning approach adopted for the preparation of the tourism plan.

1 BACKGROUND INFORMATION

//Khara Hais Municipality (hereinafter referred to as //Khara Hais or the municipality) appointed Dennis Moss Partnership (DMP) of Stellenbosch during May 2009, in terms of an extension of Contract No. K184/2006, to prepare a development and implementation plan for organised tourism in //Khara Hais (hereinafter referred to as the tourism plan).

The tourism plan was to be prepared in accordance with the guidelines put forward in the //Khara Hais Spatial Development Framework (SDF). It should also be read together with the abbreviated *Tourism Development Plan* that formed part of the //Khara Hais Municipality Integrated Development Plan (IDP) of May 2007.

A key requirement of the municipality was that the tourism plan must be a *practical* and *applicable* mechanism for the implementation and long-term management of responsible tourism in //Khara Hais with the objective to utilise the tourism-related comparative economic advantages[1], or unique selling points, of the area for the benefit of all its people.

[1] Comparative economic advantage is defined as *the advantage in production of a product enjoyed by one place over another when that product can be produced at a lower cost in terms of other goods than it could be produced by another place or country*. (Case KE & Fair RC 1999. *Principles of economics*. Fifth ed. London: Prentice Hall International Inc.).

1.1 STRUCTURE OF THE TOURISM PLAN

The document consists of nine sections as illustrated by the figure below.

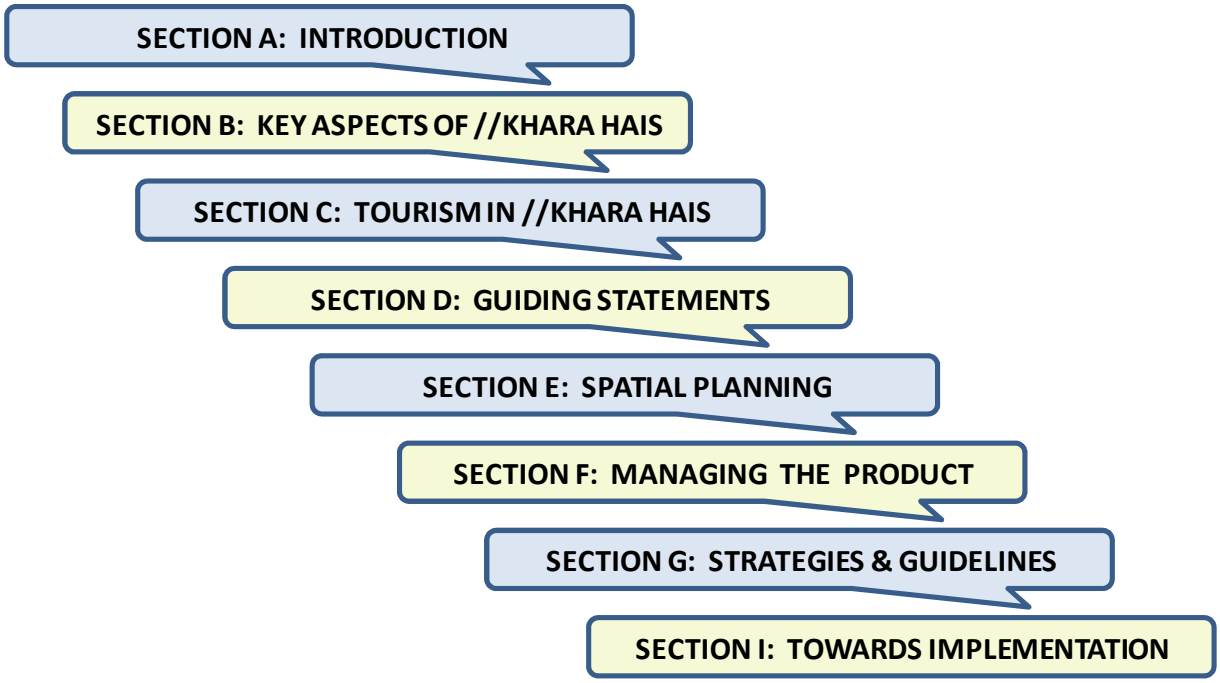


Figure 1: Structure of the tourism plan.

1.2 SDF CONTEXT FOR THE TOURISM PLAN

The overarching goal of the //Khara Hais SDF, as stipulated by the municipality, is to facilitate sustainable development (i.e. a balanced relationship between *economic efficiency*, *human well-being* and *environmental integrity*) throughout its area of jurisdiction. The SDF subsequently aims to promote integration of development processes and to provide an implementation framework for viable economic sectors that would individually and collectively promote the Reconstruction and Development Program (RDP) and Local Economic Development (LED) in //Khara Hais. Tourism has been identified as one of the key economic sectors that has the potential to contribute significantly to both the RDP and LED.

The tourism plan was prepared in response to directives put forward in the //Khara Hais SDF pertaining to the implementation and management of responsible tourism in //Khara Hais as a stand-alone tourist destination. Table 1 below comprises an extract from the SDF which summarises general strategies for tourism-related development.

Table 1: Tourism Development Strategies in //Khara Hais SDF (Source: //Khara Hais SDF).

KEY ISSUE NO. 6.3 (a): PLACE-SPECIFIC DEVELOPMENT OF TOURISM INFRASTRUCTURE			
OBJECTIVE:	Promote the development of tourist infrastructure that will enhance tourism in general and conform to place-specific architectural, environmental and aesthetic requirements.		
No.	**STRATEGY Description**	**IDP PRJ NO**	**RESPONSIBLE INSTITUTION**
(i)	Prepare a comprehensive Tourism Development Plan based upon the SDF, the TOS (Tourism Opportunity Spectrum) concept, and the principles of sustainable tourism. This should include a Tourism Growth Strategy and appropriate management plans based on the TOS to guide the development and management of tourism-related activities.	No. 1.2	Municipality in collaboration with the local & regional tourism organisation and entrepreneurs.
(ii)	Facilitate development and maintenance of tourist facilities and tourist routes in accordance with the TOS. (Refer to Strategies 1.2 & 1.4 in //Khara Hais IDP [2007-2012] for priority projects already identified to create a more tourist-friendly environment).	No. 1.4	Municipality.
(iii)	Integrate the redevelopment of Die Eiland, Reitz Park and Gordonia Resort with the development of the proposed • Lemoen Street Hospitality Corridor and Recreation Node, • Gariep River Hospitality Corridor • Schröder Street and Middelpos Hospitality Corridor and • CBD Renewal Program	No. 1.2	To be facilitated by the municipality in collaboration with the private sector.
(iv)	The redevelopment of Die Eiland, Reitz Park, Noordoewer and Gordonia Resort must be undertaken as a Sustainable Development Inititative (SDI).	/	
(v)	Develop Spitskop Nature Reserve as a viable tourist destination, including game viewing and overnight facilities. (Refer to Strategy 1.2 in //Khara Hais IDP (2007-2012).		

KEY ISSUE NO. 6.3 (b) : COMMUNITY DEVELOPMENT THROUGH TOURISM			
OBJECTIVE:	Promote tourism as a community-based and community-driven industry with substantial potential for providing direct and indirect benefit to the community.		
No.	**STRATEGY Description**	**IDP PRJ NO**	**RESPONSIBLE INSTITUTION**
(i)	Create opportunities for the small business sector (e.g. sale of products, crafts, curios), especially in the SMME Incubators and the Tourism Nodes identified along the Hospitality Corridors (refer to Plans 14.16 - 14.18 in the SDP).	1.5	Municipality.
(ii)	Promote the 'multiplier effect' or 'fringe benefits' of tourism, e.g. additional jobs for local communities, improved local markets for products (refer to the implementation of the *Sustainable Development Initiative {SDI}* approach).	1.5	Municipality.
(iii)	Investigate the possibility of export of locally manufactured products (refer to the establishment of the IDZ and the development of the Airport Precinct as priority projects). (Refer to Strategy 1.5 in //Khara Hais IDP [2007-2012] for capacity building strategies already identified).	1.5	Municipality, DTI & DEAT.

1.3 PURPOSE OF THE TOURISM PLAN

The overarching goal of the tourism plan is to serve as a management framework which integrates tourism opportunities with resource use and existing zonings in terms of a set of generally-accepted values. As such the tourism plan was to be based upon the principles of bioregional planning as put forward in the SDF. Subsequently, the tourism plan is to help give practical effect to UNESCO's MaB (*Man and the Biosphere*) Program, the aim of which is to promote human well-being and environmental restoration in an integrated manner. The tourism plan was to be prepared in collaboration with stakeholders in the tourism sector and the local communities.

The key objectives of the tourism plan are as follows:

a) Aligning of tourism management in //Khara Hais with the White Paper on the Development and Promotion of Tourism in South Africa (Department of Environmental Affairs and Tourism 1996).

b) Developing a comprehensive *Tourism Opportunities Spectrum* and achieving consensus pertaining to the sustainable development and use of the tourism resources of //Khara Hais.

c) Providing guidelines with regard to the following:
 (i) Development of new facilities in accordance with the Tourism *Opportunities Spectrum* and the land use plan of the SDF.
 (ii) Creation of an integrated management entity and management guidelines for organised tourism.
 (iii) Development of the leadership for effective tourism management at the local level.

d) Developing and establishing an effective partnership between the municipality, affected local communities and tourism stakeholders for the promotion, planning and management of tourism, with specific reference to the following:
 (i) Integration of tourism with Local Economic Development (LED).
 (ii) Creation of incentives to promote tourism at the local level.
 (iii) Creation of opportunities in tourism for all community members.
 (iv) Serving as a reference framework and guideline for the sustainable development and use of the tourism resources of //Khara Hais.
 (v) Facilitating co-operation within, and across the boundaries of the municipality for the sustainable development and use of the regional tourism resources.

In practical terms, the tourism plan *inter alia* provides guidance pertaining to:

- <u>What</u> could or should be done with regard to tourism development and management.
- <u>Where</u> such actions could or should be undertaken.
- <u>How</u> such actions should be planned and implemented.

1.4 STATUS OF THE TOURISM PLAN

The tourism plan forms part of the //Khara Hais SDF. As such, the plan does not grant any rights pertaining to land use, nor take any rights away. However, being an integral part of the SDF, the tourism plan will be formally approved by the Municipality. Such approval in accordance with the applicable legislation grants significant status to the document.

As part of the SDF, the tourism plan will be applicable for the 5-year period commencing on 1 January 2010 after which it will be revised. It is however a dynamic document that is subject to regular supplementation by the municipality and other stakeholders.

1.5 PRINCIPLE FRAMEWORK AND PLANNING PREMISE

The tourism plan builds upon the notion that tourism can be an engine of growth, capable of mobilising and rejuvenating other sectors of the economy. The reasons are as follows:

a) Tourism is the world's largest generator of jobs: The *World Travel and Tourism Council* estimates that travel and tourism is now the world's largest generator of jobs.

b) Tourism can provide immediate employment. Properly organised and focused, the tourism sector can create many jobs within a short period. For example, if large resorts opened their doors one day per week to encourage craft providers to market their products to the visitors (on condition that everything sold is actually made by the entrepreneur, with a working demonstration of the skills) many employment and business opportunities will be created for surrounding local communities.

c) Tourism is labour-intensive. The tourism sector has the lowest ratio of investment to job creation. This means that more jobs can be created per unit of capital invested and many tourism activities are within the reach of the small operator.

d) Tourism employs a multiplicity of skills. From accountants and hairdressers to tour guides and trackers, the tourism sector draws upon a multiplicity of skills. Moreover, the potential for on-the-job training is enormous.

e) The tourism sector creates entrepreneurial opportunities. The tourism sector accommodates a thriving and dynamic informal sector - from craft and fruit vendors

to beach vendors, chair rentals, and others. Apart from the opportunities provided in the informal sector, there are many business opportunities to involve previously neglected groups in the tourism business, including craft and curios sales, tour guides and walking tours of places of interest, demonstration of traditional languages and customs to visitors, restaurants promoting local cuisine, guest houses, etc.

f) Tourism brings development to rural areas. Many of the prime tourism attractions are located in the rural areas. Tourism allows rural peoples to share in the benefits of tourism development, promoting more balanced and sustainable forms of development. Tourism provides an alternative to urbanisation, permitting people to continue a rural family existence, enfranchising both women and the youth.

g) Well-managed tourism is kind to the environment. Well-managed tourism can help to save the environment. Many forms of tourism development rely on maintaining and even repairing the landscape and its natural features (e.g. the Gariep River). Wildlife tourism is dependent on the restoration of natural vegetation and soil cover. Tourism which is responsibly practiced furthermore allows for the protection of biodiversity on land used for its purpose.

h) Tourism builds cross-cultural relations and is a vital force for peace. Through its inherent message of goodwill, hospitality, trust, service without servility, tolerance, interaction and communication, tourism is a most effective mechanism for fostering national and international cultural exchange and understanding among people. It is, therefore, an effective nation-builder and a strong incentive and reason for peace.

i) Tourism is a final good. Tourism is not a primary export item (e.g. coal, copper and iron ore) that brings limited little value to local people. Tourism is a *final good*. This means that all the final touches (value) have to be added in //Khara Hais - be it a taxi ride from the airport, a basket of fruit in the hotel room, wildlife viewing, or a meal in a restaurant. This means that the value added in final stages of production is created in //Khara Hais.

j) Tourism is a foreign exchange generator *par excellence*. International tourism is the only export item which is exported without leaving the municipality. This means that every taxi taken, every fruit eaten, every chair sat on or bed slept in, brings in valuable foreign exchange.

k) Potential to influence visitor tastes and create export markets. Through tourism, //Khara Hais becomes the supermarket or boutique to which visitors are drawn. Apart from the normal consumption of sun, wildlife, wine, etc, tourism allows its clients to inspect other goods and services for sale in //Khara Hais. Tourists to //Khara Hais have the opportunity to sample the local fare (e.g. wine, food, craft, entertainment, etc.). Moreover, they have the leisure, time, and the money to pay for local goods and services. The potential for //Khara Hais to influence visitor tastes and create permanent export markets is very real.

l) Tourism demand is continuous. The consumption of travel takes place over one's lifetime. A holiday taken today does not reduce the demand for the holiday next year, next month or next weekend. This means that the potential market for tourism will continue to grow.

m) Tourism has a multiplier effect. The impact of tourism is greater than the initial expenditure by visitors. It is estimated that the sum of direct and indirect local value added generated per currency unit of tourist expenditure is approximately 1.6 times the value of the initial input of visitor spending.

n) Enormous potential for linkages. The tourism sector provides enormous potential to create linkages and dynamise other sectors of the economy - agriculture, manufacturing and services. //Khara Hais, more than most tourist destinations in the Northern Cape, has the potential to supply almost every need of the tourism sector - from food, beverages and wines, to vehicles, machinery, furniture, etc. Tourism generates demand and production in other sectors of the local economy.

o) //Khara Hais is already in the global ecotourism market. Various local companies and entrepreneurs are already involved in international tourism ventures, a factor which could act as a catalyst for further development in this field.

p) Limited exploitation of the tourism potential. While the potential for the development of tourism in //Khara Hais is great, the tourism sector represents a vastly under-utilised opportunity.

q) It is informative: Travellers not only learn about the destination, they learn how to help sustain its integrity while deepening their own travel experience. Residents learn that the perceived ordinary and familiar may be of interest and value to outsiders.

r) It is supports integrity of place: Destination-wise travellers seek out businesses that emphasize the historic local sense of place in terms of architecture, cuisine, heritage, aesthetics, and ecology. Tourism revenues, in turn, have the potential to enhance the perceived value of such assets.

s) It benefits all residents: Tourism has the potential to employ and train local people, buy local supplies, and use local services.

t) It conserves resources: Environmentally aware travellers favour businesses that minimise pollution, waste, energy consumption, water usage, landscaping chemicals, and unnecessary light pollution.

u) It respects local culture and tradition: Foreign visitors learn about and observe local culture, including using at least a few courtesy words in the local language. Residents learn how to deal with foreign expectations that may differ from their own.

v) It does not abuse its product: Stakeholders and businesses co-operate to sustain natural habitats, heritage sites, scenic appeal, and local culture.

w) It strives for quality, not quantity: Tourism success is not only measured by sheer numbers of visitors, but by length of stay, money spent, and quality of the experiences presented.

x) It means great trips: Satisfied, excited visitors take new knowledge home and send friends off to the experience the same things – which provide continuing business for the destination.

2 PLANNING APPROACH

The preparation of the tourism plan was based upon the bioregional planning approach as advocated in the //Khara Hais SDF (Volume 1, Section C).

This approach is defined as '*planning and land management that promote sustainable development by recognising the need for a balanced relationship between environmental integrity, human well-being and economic efficiency, and to give effect and recognition thereto, within a specific geographical area, the boundaries of which were determined in*

accordance with environmental and social criteria' (Manual for Bioregional Planning in the Western Cape, PGWC 2003)[2].

In practical terms, bioregional planning refers to the 'matching' of human settlement and land-use patterns with the parameters of ecological systems, and the planning, design and development of the human-made environment within these parameters in a manner that ensures environmental sustainability.

The above definitions imply that the relationship between the three imperatives for sustainable development, namely *environmental integrity*, *human-well-being* and *economic efficiency* should be recognised in a balanced and integrated manner in the context of a specific place, and never as stand-alone issues in general terms.

In this regard, bioregional planning implies an integrative concept, one that amalgamates the learning and perspectives of several similar concepts, such as ecosystem management and biosphere reserve planning. It is '*an organised process that enables people to work together, think carefully about the potential and problems of their region, set goals and objectives, define activities, implement projects, take actions agreed upon by the communities, evaluate progress and refine their approach*' (Miller, 1996)[3].

Bioregional planning, as was adopted by the municipality in terms of the //Khara Hais SDF, is characterised by the following (Miller, 1996):

a) Adaptive management: Bioregional programs are operated on an experimental basis, from which lessons may be drawn from experience to respond appropriately.

b) Biotic viability: Bioregional management programs embrace regions large enough to include the habitats and ecosystem functions and processes needed to make biotic communities and populations ecologically viable in the long-term. These regions must be able to accommodate migratory patterns, anticipate nature's time cycles and absorb the impacts of global change.

[2] PGWC. 2003. *Manual for the application of bioregional planning in the Western Cape*. Department of Environmental Affairs and Development Planning.

[3] Miller, K. 1996. *Balancing the scales: Guidelines for increasing biodiversity's chances trough bioregional management.* Washington: World Resources Institute.

c) Co-operative skills development: Communities and public and private organisations, together, must locate and mobilise the skills, knowledge, and information needed to manage the area.

d) Economic sustainability: The maintenance of livelihoods and the economic wellbeing of people living and working within the bioregion, including those in industry, and especially in the matrix, must be encouraged.

e) Full involvement of stakeholders: All parties who can affect or benefit from the resources in the region should be fully involved in planning and managing the bioregional program. Of primary importance in this regard, is building the local capacity to participate in, negotiate, and perform the various tasks involved.

f) Institutional integration: Alliances between institutions are to be forged to close gaps, minimise overlap and make management and investment in the region more efficient.

g) International co-operation: Because some ecosystems cross international boundaries and, in some cases, extend globally along animal migration routes or along venues where endangered species are traded, international co-operation agreements for debate, and mechanisms for joint research, information management and investments must be part of the biodiversity management program. The MAB Program is particularly suited to this purpose.

h) Leadership and management: The leadership to establish bioregional programs may come from public agencies, or from the community of residents and resource users. The tasks of convening stakeholders, preparing and negotiating vision statements, and planning and implementing agreed-upon activities can be shared co-operatively between public and private entities, or be fully community based.

i) Reliable and comprehensive information: All stakeholders must have at their disposal the critical information needed to facilitate biodiversity management. GIS technology is to be used to help stakeholders envision their region and its distinctive features clearly. GIS will help them to model options and scenarios for the future. This bioregional information system (BIS) program assembles a comprehensive and ecosystem-level GIS consisting of biophysical, social, economic, and cultural databases.

j) Research and monitoring: Research and inquiries should focus on people-environment interactions, the development of innovative methods for managing natural resources, and the long-term monitoring of environmental factors and the impact of management practices.

k) Restoration: Where the viability of some habitats or ecological functions have been impaired upon through excessive or inappropriate use, these areas are to be rehabilitated.

l) Social acceptance: Any proposals for changes in the way of life and livelihoods of the residents and local peoples, including indigenous communities, need to be acceptable to them. All stakeholders warrant the opportunity to participate in program management and implementation.

m) Structure of interrelated cores, corridors and matrices: This includes core nature areas that feature representative samples of the region's characteristic biodiversity. Ideally such sites, which may already be designated as protected areas, should be linked by corridors of natural or restored natural plant cover to permit migration and adaptation to global change. Both the core sites and corridors should be nested within a matrix of mixed land uses and ownership patterns.

n) Use of knowledge: Scientific, local and traditional knowledge should be employed in planning and management activities. Biology, anthropology, economics, engineering and other related fields are to be tapped. Such knowledge helps stakeholders and program managers to anticipate nature's long and short cycles and to track global change.

2.1 PRINCIPLES FOR DETAILED AND PLACE-SPECIFIC PLANNING AND DESIGN

A key aspect of bioregional planning which forms the basis of the tourism plan and which should underpin all decisions pertaining to the planning, design and management of tourism-related enterprises in the municipality is the concept of 'critical regionalism'. 'Critical regionalism' promotes a return to the development of high-quality settlements that comply with the definition of *a unique sustainable man-made environment which is in harmony with the natural environment that 'contains' it.* Such quality is often dependent upon a specific 'sense of togetherness' and character that requires a specific scale and

density. 'Critical regionalism' constitutes a sensory understanding and appreciation of the environment and its component 'things'. The approach is based on five basic principles that should guide the planning, design and management of all land use, namely (Kelbaugh, 1997)[4]:

2.1.1 SENSE OF PLACE

'Sense of place' is described as the *'degree to which a place can be clearly perceived and mentally differentiated and structured in time and space by its residents, and the degree to which that mental structure connects with their values and concepts'* (Lynch, 1998).

In evaluating a sense of place, one needs to recognise that there are various 'components of sense' that, together, provide a particular environmental quality for the observer. 'Sense of place' is based upon the *sensed quality* of the unique 'components of sense' of a particular place, including its identity, character, structure, local climate, topography, vegetation, building materials, building practices, and local authenticity.

//Khara Hais should, through its architecture and construction methods reflect a distinctive and authentic 'Green Kalahari' sense of place. Resorts and tourist facilities should, wherever possible, also reflect a sense of a 'frontier settlement' against the background of the harsh and semi-desert of the Kalahari. This rare quality is immensely marketable and should be enhanced and protected at all cost.

2.1.2 SENSE OF HISTORY

Historical precedents are a good point of departure when planning, designing and rehabilitating new places and existing areas (Kelbaugh, 1997). It is imperative that the local history, traditions and values be thoroughly studied as part of any planning process and that the planning and design of both the cultural and the natural environment should reflect these dimensions.

[4] Kelbaugh, D. 1997. *Common Place: Toward neighborhood and regional design.* Seattle: University of Washington Press.

The history of an area should form the basis of development and land-use in any area. Developments should reflect an appreciation for the history, culture and traditions of the local people and build on the historical precedents presented by existing high quality settlements.

It is suggested that the elements of the traditional building form be adopted in the planning and design of new tourism-related developments in //Khara Hais. As such, the design of buildings is to draw from traditional building dimensions and footprint which would, amongst other, provide for the creation of secluded courtyards and similar sheltered areas that create a specific sense of enclosure and protection against the generally harsh local climate. The //Khara Hais SDF provides guidelines in this regard.

2.1.3 SENSE OF CRAFT

Critical regionalism builds upon a return to craftsmanship and avoids construction types, which have become less sustainable and less appropriate over most of the past century (Kelbaugh, 1997).

The characteristics and the craftsmanship of the local people evolved in response to the challenges of nature and the needs of the historic people of the area. In order to create *places* where humans can live with dignity and pride, it will be necessary to revive and retain the traditional craftsmanship and to ensure that an appropriate 'sense of craft' is reflected in all development.

There is evidence of unique stone masonry, thatching and woodwork, etc. which reflect a sense of craft. This should be encouraged throughout future new development and urban renewal in //Khara Hais. This sense of craft should also be reflected in the arts and craft manufactured by the local people for the tourism market.

2.1.4 SENSE OF NATURE

Nature is a good model for design because it holds the key to vitality and sustainability. It is recognised that architects, landscape planners, and urban planners can learn from the sophistication of ecological systems and that these can fulfil a meaningful role to protect ecosystems, natural processes, and the symbiosis between organisms and their environment (Kelbaugh, 1997). This can be achieved through appropriate study and developing an appreciation for the unique environmental value of a place before any planning, design and development is undertaken. Any development is to reflect an appreciation for the unique natural attributes of the environment and respond to the dominant local forces of nature.

This implies that in any development there should be presumption in favour of conservation and that a premium will be placed on the conservation of natural resources, wildlife and landscape. Materials for new development should, for example, be obtained from sustainable sources, and in the design of buildings the use of energy consumption should be minimised. In addition, the following principles should be incorporated into the planning and management of any development:

a) Minimise use of the four generic resources, namely energy, water, land and materials. There is serious wastage of, in particular, water and energy. There is a huge opportunity for //Khara Hais to become a model for the generation and wise use of solar power (refer to Chapter 8.2.5 of Volume 1 of the SDF).
b) Maximise resource re-use and/or recycling.
c) Use renewable resources in preference to non-renewable resources.
d) Minimise air, land and water pollution.
e) Create a healthy, non-toxic environment.
f) Maintain and restore the earth's vitality and ecological diversity.
g) Minimise damage to sensitive landscapes, including scenic, cultural, historical, and architectural aspects.

Due to its location, climatic conditions, and general image as ‘frontier settlement’ opportunities exist in //Khara Hais to subtly expose people to nature. The Bi-Lo restaurant complex is a good example of planning and design that builds upon and promotes a sense of

nature. The innovative landscaping and use of indigenous trees evident in, for example Middelpos, are a further example of how a sense of nature can be established in a manner that enhances the general quality of the cultural environment. These practices are to be encouraged throughout //Khara Hais.

2.1.5 SENSE OF LIMITS

There is a need for physical and temporal boundaries to frame and limit human places and activities. There is also a need for human scale in the built environment. Kelbaugh (1997) states that '*the sense of limits also pertains to a need for psychological boundaries – ones that make life more understandable and negotiable*'.

SECTION B: KEY ASPECTS OF //KHARA HAIS

SECTION SYNOPSIS

This section provides a description and overview of the key aspects and characteristics of the //Khara Hais Municipality, including:

a) The existing local government structures of the municipality as determined by the Local Government Municipal Demarcation Act 27 of 1998.

b) Some of the unique characteristics of the area which collectively shape its cultural and natural landscapes and represent its tourism-related comparative economic advantages.

3 CONTEXT

The //Khara Hais Municipality is located in the Northern Cape Province (refer to the figure below). In the Nama language *//Khara Hais* means '*the place of trees*' or '*the place of the big tree*'. This, apparently, refers to a large tree under which Koranna-leader Klaas Lucas had his kraal.



Figure 2: //Khara Hais Municipality in national context.

Upington is the main town of the //Khara Hais Municipality and has, since its inception, been the hub of activities in the region.

//Khara Hais is a Local (Category B) Municipality (NC083) and is located in the Siyanda District Municipality (DC8). The Siyanda District Municipality is the second largest district (approximately 103 871 km^2) in the Northern Cape.

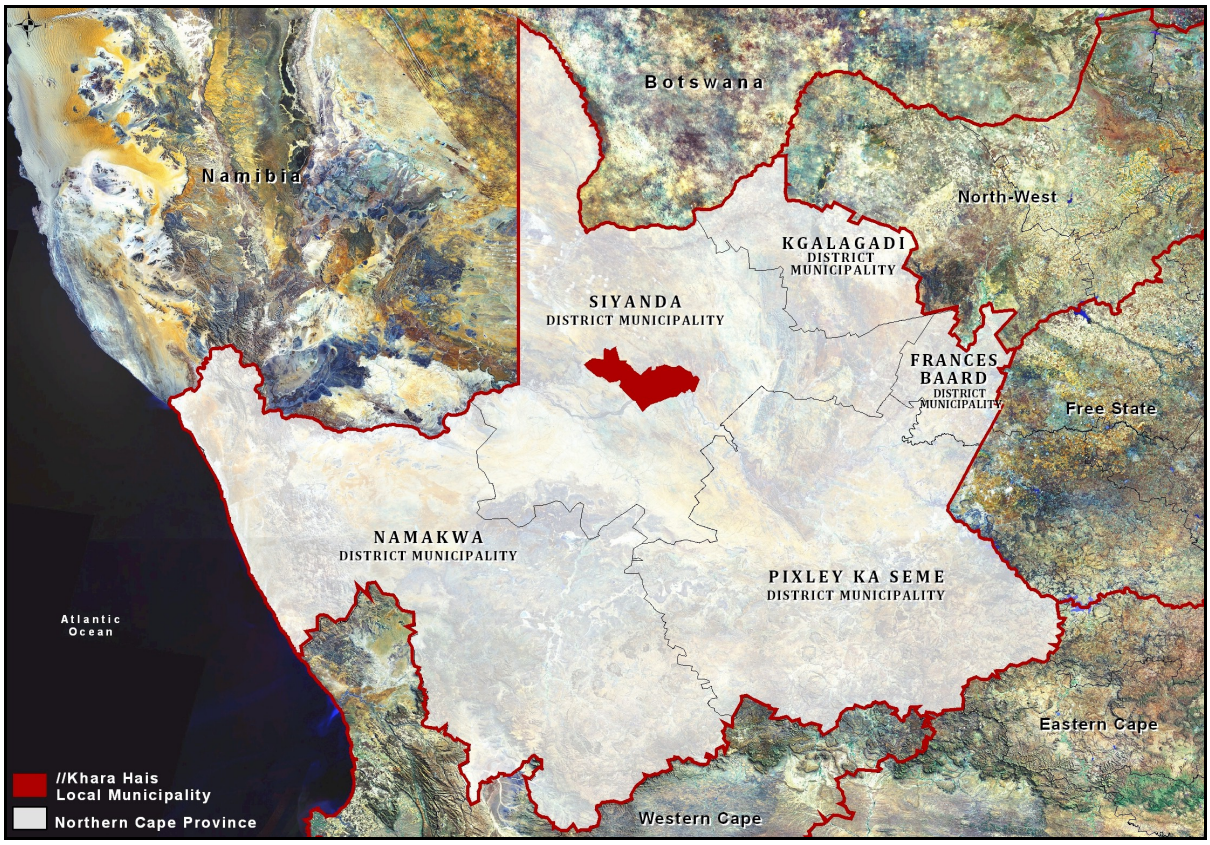


Figure 3: //Khara Hais Municipality in regional context.

The district has a population of approximately 200 000[5] people and (as with most of the Northern Cape) has a low population density. The relationship between //Khara Hais Municipality and Siyanda District Municipality is determined by Section 83 and Section 84 of the Municipal Structures Act 117 of 1998, which provides for establishment of various categories and types of municipalities, and determines the powers and functions of such

[5] The census data was taken from the interactive tables for new demarcation boundaries as at 9 December 2005 provided by Statistics South Africa http://www.statssa.gov. za/census 01/html/C2001Interactive.asp

municipalities. The municipality is approximately 344 446 ha in extent and straddles the Gariep River. It includes the following settlements (refer to Figure 4):

a) Upington (including Paballelo and Louisvaleweg)

b) Lambrechtsdrift

c) Karos

d) Leerkrans

e) Leseding

f) Louisvale

g) Raaswater

h) 6 Brugge and Klippunt

i) Kalksloot

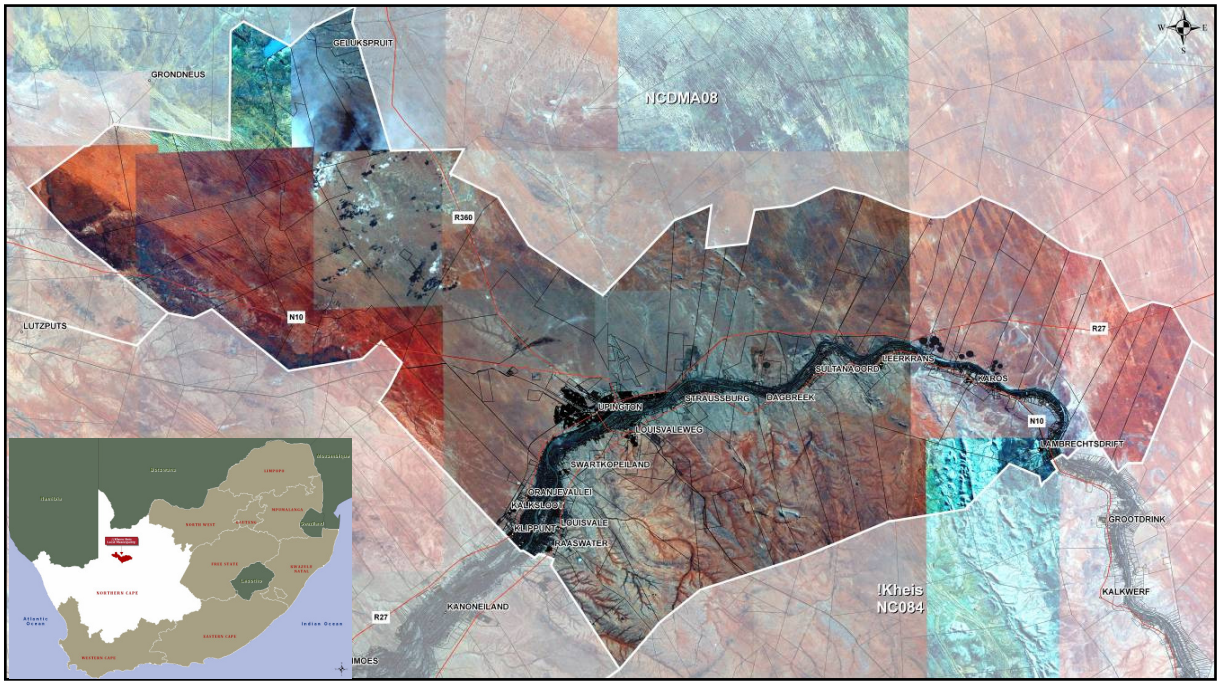


Figure 4: Local context of //Khara Hais Municipality.

3.1 KEY CHARACTERISTICS

3.1.1 HISTORY AND CULTURE

The municipality has a rich heritage and it encompasses the different cultures of the Nama, Koranna, settlers, missionaries, farmers, etc.

The main town of Upington dates back to the mid-19th century. According to history, in those days the remote northern reaches of the Cape Colony were home to cattle rushers, gun-runners, river pirates and outlaws of all kinds. Among the most sought-after hideouts were the densely-wooded islands in the Gariep River around the present-day Upington. From such a stronghold Nama Chief Jonker Afrikaner allegedly rustled cattle from other clans in the region, ranging as far as present-day Namibia.

At the time of Reverend Schröder, the early settlement of Upington was known to the hunters and traders as Olyvenhoutsdrift because of the wild olive trees ('olienhoutbome') growing around the mission station and along the river. In 1884, the settlement was visited by the new prime minister of the Cape Colony, Sir Thomas Upington, and promptly renamed the settlement in his honour. After a pontoon ferry service across the Gariep River was introduced, Upington became the main administrative centre for the vast region north of the Gariep River. The region was called, Gordonia, in honour of Sir Gordon Sprigg, four times prime minister of the Cape Colony between 1878 and 1892. Prior to this the area was known as Korannaland.

After the Second Koranna war of 1879, Sir Thomas Upington commissioned 80 policemen to the settlement to uphold peace and order along the river. A police station was constructed. Today, the statue of a camel and its rider in front of the police station commemorates both the mounties and mounts who, in those days, patrolled Gordonia and the Kalahari region from Upington (Erasmus, 2004)[6].

3.1.2 EARLY PIONEERS AND TRAVELERS

The arrival of Governor Jan van Riebeeck at the Cape threatened the land-rights of the Khoisan people. As the Dutch expanded their territorial rights they later clashed with different Khoisan tribes. The Khoi tribes of the Cape Peninsula (the Goringhaiqua and Goraxouqua) decided to leave the area as a result of these bloody clashes.

[6] Erasmus BPJ 2004: *On Route in South Africa.* Jonathan Ball Publishers: Cape Town.

In 1672 the two tribes moved in a northerly direction and reached the Gariep River in 1680 and here they amalgamated and became known as the Korannas. They formed smaller groups which were ruled by tribe captains and each small tribe lived in a separate area (//Khara Hais IDP, 2004).

Klaas Lucas, an influential leader, had his main residence in the area of Olyvenhoudtsdrift, on the northern banks of the Gariep. His reed hut stood approximately where the historic mission house/rectory structures are located. According to history, this site was known as *//Khara Hais*. It is said that his stock kraals were located where the Upington High School is today.

In 1882, a farm was given to a former slave, Abraham 'Holbors' September. He is regarded as the founder of the region's irrigation system in that he explored the possibility of leading water on some alluvial soil on his farm – a system which is still fundamentally important to the agricultural economy of the region. September's innovative method of irrigation with the aid of a canal has been further developed and led to the construction of the first irrigation canal in the Lower Orange River in the late 1800s. This brought huge economic benefit for the entire region.



Photograph 1: A memorial at the //Khara Hais municipal offices that commemorate the achievements of Abraham 'Holbors' September (Source: DMP, 2007).

Another pioneer to the area was Japie Lutz who was responsible for the wide streets of Upington and the structured layout of the town.

A person also remembered is Scotty Smith. He was the so-called 'Robin Hood' of the area. He, allegedly, was a smuggler, horse thief, frontier fighter, gun-runner, illicit diamond buyer, and he spent much of his time on the verges of the desert in the Northern Cape, where he apparently hid most of his loot. Well-known and respected by the San, he robbed the rich to help the poor as his nickname indicates. He died in 1918 as a result of the influenza epidemic, a rather mundane death considering his restless life (Bulpin, 1990)[7].

3.1.3 MISSION STATION AT UPINGTON

In an effort to bring stability and spiritual solace to the area, Reverend Christiaan Schröder arrived in Upington in 1871 to establish a mission station. He completed construction of the necessary buildings and a rectory in 1883. The congregation consisted mainly of families of mixed Europeans and indigenous blood that settled on the banks of the Gariep River.

Reverend Schröder's original mission buildings have now been converted into the Kalahari-Orange Museum that also serves as the current //Khara Hais Tourism Bureau. The museum exhibition focuses on the pioneering history of the town and district.

On the grounds there is a statue of a donkey, sculptured in bronze by Hennie Potgieter. This is to commemorate the contribution made by the donkey to the development of the region. Donkeys were *inter alia* used extensively to drive the early irrigation systems.



Photograph 2: Part of the original mission buildings and a monument dedicated to the contribution the donkey made to the region's development (Source: DMP, 2007).

[7] Bulpin T.V. 1990. *Illustrated Guide to Southern Africa*. Reader's Digest, Cape Town.

3.1.4 NATIONAL MONUMENTS

A number of buildings in Upington have been declared National Monuments in terms of the relevant legislation, including the:

a) Roman Catholic Church (dates to 1861) in Le Roux Street.

b) Dutch Reformed Church (dates to 1911).

c) Hortentia water mill located on the road to Groblershoop (built in 1879 by Reverend Schröder).

d) Missionary complex in Schröder Street that is today the Kalahari-Orange Museum.

The following sites and buildings have been identified by the museum as possible heritage resources (//Khara Hais IDP, 2004):

(i) Date palm avenue consisting of 200 palm trees at the entrance of Die Eiland resort. At 1 km in length it is the longest line of date palms in the Southern Hemisphere.

(ii) Abraham September's house.

(iii) The anchorage of the Pont (pontoon).

(iv) Scotty Smith's grave located in the historical cemetery in Keimoes Street.

(v) The place where Commandant Stadler died during the 1914 Rebellion.

(vi) Van Riebeeck Hill battle site.

(vii) The site of the existing police station.

(viii) First school in Jan Groentjie Road in the Keidebees neighbourhood.

(ix) First Congregational Church located close to Gordonia Holiday Resort.

(x) Co-operation mill on the way to Straussburg.



Photograph 3: Date Palm Avenue at the entrance to *Die Eiland* Resort (Source: DMP, 2007).

3.1.5 TOWNSHIP HISTORY

Paballelo has a rich history and stories to share, including that of:

a) Poppie Nongena, which is about a black woman's struggle in apartheid South Africa. The author Elsa Joubert wrote a book *Die swerfjare van Poppie Nongena* (published in 1970s) portraying her life and it was later also staged as a drama piece. Poppie grew up in a small house in what is now known as Progress.

b) The Upington 26, which details the events of the killing of a policeman in Paballelo and the dramatic trial that followed. In 1985, at a soccer field near the entrance of Paballelo, the Paballelo community gathered to discuss rental problems they were experiencing. The events that followed entail tear gas being thrown by the police, the crowd panicking, an 11 year old boy being shot and paralysed by the police and a policeman being killed. Fifty-four people were held after the riot, 26 were charged and 14 people were sentenced to death, including a 60-year-old woman and her husband, for the so-called *'common purpose'* killing of the policeman. They were all eventually released.

3.2 AIRPORT

The runway of Upington Airport was constructed to accommodate a Boeing 747 with a full load of passengers, cargo and fuel (Africaspotter, 2007)[8]. There are daily inland flights from Upington to Kimberley, Johannesburg and Cape Town. According to the Airports Company of South Africa (ACSA) the feasibility of upgrading of the airport to cater for the demand in international freight transport of the local table grape industry and others is being explored. The establishment of an Industrial Development Zone (IDZ) at the airport has been proposed to further enhance its strategic importance for the local, regional and provincial economy (Davenport, 2006)[9].

[8] http://africa.cwsurf.de/Upington.htm - aviation and airports in Southern Africa.

[9] Davenport, J. 2006: Study finds that a cargo hub at Upington would boost Northern Cape economy. *Engineering News (on-line article)* 2 June 2006. www.engineeringnews.co.za

SECTION C: OVERVIEW OF TOURISM IN //KHARA HAIS

SECTION SYNOPSIS

This section summarises the key characteristics and dimensions of the tourism sector and its management in //Khara Hais. These collectively served as a basis for the preparation of the tourism plan. Specific reference is made to the following:

a) Overview of existing tourism resources.

a) Current status of tourism management.

b) Potential and shortcomings of the current dispensation.

4 TOURISM-RELATED COMPARATIVE ECONOMIC ADVANTAGES

A key objective of the tourism plan is to promote and utilise the comparative economic advantages of the region as a prominent local, national and international tourist destination.

The following are considered as key comparative economic advantages and unique selling points of //Khara Hais:

a) Gariep River and its associated recreational, aesthetic, environmental and economic impacts.

b) Healthy desert climate.

c) Nationally important agricultural enterprises.

d) World-class airstrip and safe landing conditions.

e) Unique diversity of cultures.

However, such comparative economic advantages are not only vested in the biophysical, economic and cultural environment, but also in the minds of the broad South African community where //Khara Hais / Upington fits a number of broad descriptions and perceptions, including (refer to the figure below):

(i) 'Portal' to Namibia and *vice versa*.

(ii) 'Frontier' to the Kalahari and the Kgalagadi Trans-frontier Park.

(iii) 'Oasis in the desert'.

(iv) Agricultural hub of the Northern Cape.

(v) Portal to the Kalahari's hunting grounds.

4.1 //KHARA HAIS AS PART OF THE REGIONAL DESTINATION

Upington is regarded as *inter alia* the 'oasis of the Kalahari' and the 'gateway to the Green Kalahari' (defined as *a fertile place that offers travellers protection, a restful and pleasant stopping place; a place to stock up on essentials, such as fuel and food stuffs*).

Two important conservation areas occur in the Green Kalahari Region namely the Kgalagadi Transfrontier Park and the Augrabies Falls National Park (refer to the figure below).

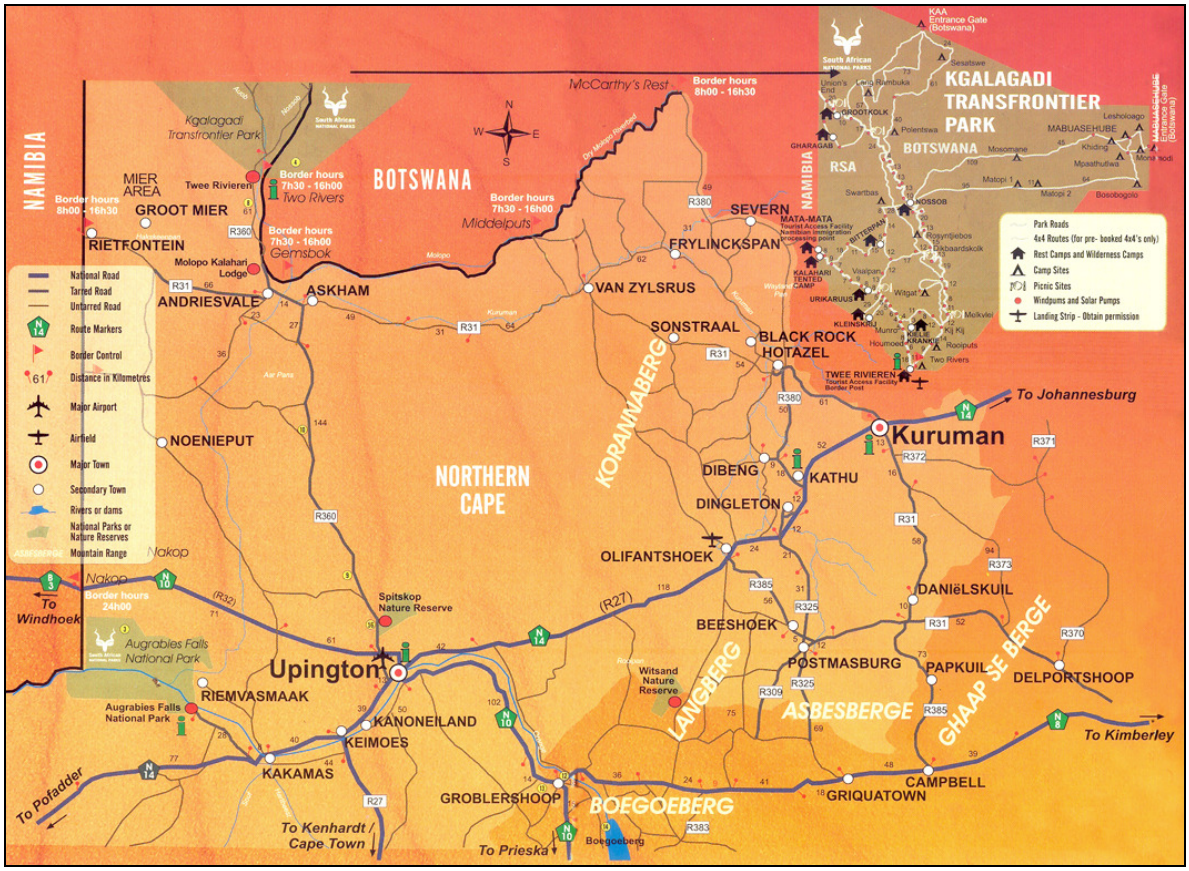


Figure 5: The Green Kalahari (Source: www.greeNkalahari.co.za).

4.2 EXISTING LOCAL TOURISM RESOURCES

A major tourist destination in Upington is *Die Eiland* Holiday Resort. The aim of this municipal resort is to provide holiday accommodation and recreational opportunities to tourists and citizens of //Khara Hais. *Die Eiland* Holiday Resort is located on the south bank

of the Gariep River directly opposite the CBD of Upington. The resort consists of 60 chalets, group accommodation and 90 caravan or tent stands. It has a total of 250 beds and the group accommodation can accommodate 42 persons. The caravan stands are equipped with electricity. There are adequate ablution facilities in the caravan park.

A potentially important tourist resource is the Gordonia Resort site. However, in its current form, the resort represents an extremely inefficient utilisation of a valuable public resource. The Reitz Park public resort is also totally under-utilized and in need of upgrading. These venues could be the subject of innovative public-private partnerships.

The testing of motor vehicles in the area holds huge benefits for the tourism sector. Major car manufacturers bring their cars and commercial vehicles to Upington for testing in the extreme climatic conditions. There are very few places in the world where such conditions occur and where accessibility is ensured by long distances of good quality tarred roads and the airport facilities. A further important attribute in this regard is the availability of support facilities in the form of service centres and qualified mechanics.

//Khara Hais has a variety of industries and activities and this has given rise to a number of festivals, including the following:

a) Kalahari Kuierfees (originally known as the SAD Raisin Festival) is held every year in the first week of September. This popular festival is held over four days and attracts more than 35 000 visitors. Die Eiland Resort is the main venue and attractions include firework shows, artistic and drama shows, theatre productions, sport activities, food and wine stalls, etc.
b) Upington Landbou Skou (i.e. Northern Cape Expo) is an annual event held in the first week of May. It includes well-known South African artists, variety of music, hundreds of stalls, food, sport activities such as a half-marathon, cycling, badminton, etc.
c) Orange River Young Wine Show which is held in September primarily to showcase the different wines of the area.



Photograph 4: Boat cruises on the Gariep River are a popular tourist activity (Source: DMP 2007).

The tourism product currently includes a range of hospitality institutions as summarised in the table below and in Annexure 1.

Table 2: Hospitality institutions in //Khara Hais.

TYPE	NUMBER	ROOMS	BEDS
Hotel	5	187	256
Bed & Breakfast	17	60	91
Guest House	42	210	319
Hostel / Back Packer	2	17	32
Self-Catering	24	95	204
Lodge	4	28	63
Caravan / Camping	1	2	4
TOTAL		**599**	**969**

5 TOURISM MANAGEMENT, POTENTIAL AND CONSTRAINTS

5.1 EXISTING MANAGEMENT STRUCTURES AND CONTEXT

As stated previously, //Khara Hais forms part of the Green Kalahari and is marketed and promoted as such. The 'Green Kalahari' concept has established itself as a high profile brand

in the domestic and international tourism market. Green Kalahari Tourism strives to promote the concept of responsible tourism which incorporates the interests of local communities and into tourism management.

Siyanda District Municipality is responsible for the marketing of its area of jurisdiction which includes //Khara Hais. The executive function of such marketing vests with Green Kalahari Tourism, which is primarily funded by Siyanda District Municipality.

In //Khara Hais, tourism is managed by the //Khara Hais Tourism Forum which is funded through resources provided by its members and its focus is to facilitate efficient management of organised tourism in Upington and environs.

5.2 TOURISM POTENTIAL

As summarised in Section B, //Khara Hais has a significant and diverse tourism resource base. Some of the features which make //Khara Hais an attractive tourism proposition include wildlife and natural areas, unique scenery and aesthetic quality, diverse cultures, generally sunny and hot climate, a well-developed infrastructure and opportunities for recreational activities, conference and exhibition facilities, sports amenities, good communication and medical services, and opportunities to visit internationally known attractions such as the Augrabies Falls and the Kgalagadi Transfrontier Park.

//Khara Hais has not been able to realise its full potential in tourism. As such, the potential to spawn entrepreneurship, to create new services (e.g. local entertainment, handicrafts, etc.), to 'drive' other sectors of the economy, to strengthen rural communities, to generate foreign exchange and to create employment, has not been realised meaningfully in //Khara Hais.

Tourism has the potential to achieve the objectives of LED of the municipality. Tourism can create opportunities for the small entrepreneur, promote awareness and understanding among different cultures, breeds a unique informal sector, help to save the environment, creates economic linkages with agriculture, light manufacturing and curios (art, craft,

souvenirs), creates linkages with the services sector (entertainment, banking and insurance, etc.) and provide dignified employment opportunities.

5.3 SHORTCOMINGS

The tourism sector in //Khara Hais has been, and continues to be, faced with a number of impediments to its further growth and development. Key constraints facing the sector and immediate challenges are as follows:

5.3.1 INADEQUATE RESOURCES AND FUNDS

The municipality has had a limited view of the potential of the sector and, as a result marginal resources have been devoted to developing and promoting the sector. Tourism is often still narrowly viewed as travellers and hotels / guest houses. The true LED potential of the sector has probably not been fully grasped by policy-makers. Unless tourism is seen as strategically important to the economy of //Khara Hais and the necessary plans, policies, actions and resources to support this initiative are put in place, tourism may continue to be a largely missed opportunity.

5.3.2 INAPPROPRIATE USE OF TOURISM RESOURCES

Some of the primary tourism resources and associated comparative economic advantages have not been adequately developed or are not being utilised efficiently. Examples in this regard are the following:

a) The Gariep River is under-utilised as a tourism resource in that it is largely inaccessible to the general public, its recreational use is not promoted actively, and there is no public tourism-related development on the banks of the river which provides access or promotes the direct and indirect use of the river. The town of Upington has historically been developed 'with its back' to the river.

b) Together with the above, a primary shortcoming is inadequate access to the Gariep River for tourists. Angling and other river-related recreational activities are popular with the inhabitants and represent a significant potential tourist attraction and

resource. Furthermore, the maintenance of the integrity of the river and its riparian zone is hampered by the lack of a zoning plan and recreational land use guidelines.

c) The Spitskop Nature Reserve together with the adjoining public land (e.g. the agricultural experimental farm) is not used efficiently and to the best advantage of tourism. Visitors to //Khara Hais have a strong expectation for authentic nature experiences in close proximity to Upington. This expectation could be fulfilled through the creation of a large eco-destination with Spitskop as its core.

d) There is a tendency to establish internationally- and nationally-known franchises (restaurants, shops, etc.) instead of establishing enterprises (such as the Bi-Lo complex) that build upon and communicate the comparative economic advantages and unique sense of place of //Khara Hais and the Green Kalahari.

5.3.3 MYOPIC PRIVATE SECTOR

A major problem facing the //Khara Hais tourism sector is a short-sighted and non-committed private sector. A key requirement for efficient tourism is a community focussed on the type of service delivery that will satisfy and draw back tourists. It is generally recognised that the human capital of //Khara Hais (i.e. the people together with their various cultures and traditions) is one of the key economic advantages of the area.

The non-commitment of the community at large is often a product of the attitude and subsequent actions of the sector itself. For example, hospitality institutions (i.e. hotels, guest houses, etc.) often tend to have a rather limited view of the product they offer (often only offering quality goods and services within their 'four walls'). Entrepreneurs are often rather apathic as it relates to, for example, environmental matters, broad community issues, and other aspects that do not affect the directly.

It is imperative that tourism establishments play a far more active role in influencing the quality of the total visitor experience. It is through taking a broader view of the product offered, and building partnerships with the entire community (including the municipality, local communities and other economic sectors) that the highest levels of customer satisfaction can be achieved.

Tourism is a competitive sector. For //Khara Hais as a tourism destination, competitive advantage primarily depends on the enthusiasm and drive of the local entrepreneurs, in particular, the hospitality fraternity. As such, it is currently not the stock of natural resources (attractions) of //Khara Hais that determine its competitiveness in regional and national tourism, but rather, how these resources are managed by the sector.

What is required is a paradigm shift whereby the competitive economic advantages vested in the resources of the area should be promoted and exploited more strongly by the hospitality sector as the primary basis for the industry.

5.3.4 LIMITED INVOLVEMENT OF LOCAL COMMUNITIES

A key shortcoming is the poor involvement of local communities and previously neglected groups in the tourism sector. As stated previously, the tourism sector, perhaps more than any sector, provides opportunities for involving previously neglected groups through, amongst other:

a) Operators of tourism infrastructure:
 - (i) Small guest houses or bed and breakfast establishments.
 - (ii) Taverns, informal community gathering places, bars and restaurants.
 - (iii) Transport - taxi services, tours, trips, airport and other transfers.
 - (iv) Attractions - township experiences.
 - (v) Museums - traditional culture and history.
 - (vi) Entertainment - music, dance, theatre, story-telling, etc.

b) Services to the sector
 - (i) Tour operator services.
 - (ii) Travel agencies.
 - (iii) Tour guides.
 - (iv) Marketing services.
 - (v) Booking services.
 - (vi) Training services.

c) Suppliers to the sector
 - (i) Laundry services - laundry, sewing and repairs.

(ii) Production and selling of crafts.

(iii) Construction.

(iv) Maintenance services - vehicles, plant and equipment.

(v) Environmental services.

(vi) Specialty agriculture - herbs, organically grown produce.

(vii) Specialty tourism products - traditional medicines and herbs.

A number of factors limit the meaningful involvement of local communities in the tourism sector. These include:

- lack of information and awareness;
- lack of knowledge and training;
- lack of finance;
- lack of interest on the part of existing establishments to build partnerships with local communities and suppliers *vice versa*; and
- lack of incentives to reward private enterprise that build or develop local capacity and create job opportunities.

5.3.5 COMMUNITY PERCEPTIONS

The concerns and anxieties of the previously neglected groups need to be understood and adequately addressed in building a successful tourism sector in //Khara Hais. Some of these concerns are:

a) In some instances, tourism is still perceived as a sector exclusively for the previously privileged. There is a belief that tourism is not within the reach of the previously neglected.

b) The majority of //Khara Hais's people have not been meaningfully exposed to the tourism sector and have not benefited from the public resource allocated to this sector.

c) Complete lack of knowledge and understanding of what tourism really is - there is a perception that tourism refers only to people travelling around and staying in hotels. The wider opportunities offered by tourism are not appreciated.

d) Lack of training opportunities for previously neglected people in society effectively limits meaningful participation in the tourism sector.

e) Inability to access finance to take advantage of entrepreneurial opportunities provided by the tourism sector.

f) Lack of involvement - the majority of the people of //Khara Hais have not been involved in the planning, decision-making, investment, development or promotion of tourisms.

g) Inequalities - past inequalities and abuse of power have led to the exploitation of local cultures and community groups.

h) Language barriers - the English language seems to be the established language of tourism communication, effectively excluding a majority of the population of //Khara Hais.

i) Negative attitudes - negative attitudes exist within the sector towards community tourism products which are sometimes viewed with skepticism and regarded as inferior. The value of the previously neglected people, their culture and their products often tend to be depreciated.

5.3.6 INADEQUATE TRAINING, EDUCATION AND AWARENESS

Perhaps the greatest deficiency in the tourism sector in //Khara Hais is the absence of adequate education, training and awareness opportunities. The previously neglected groups in society are highly disadvantaged and the challenge of levelling the playing field is a massive one. One of the key vehicles for doing so is education and training - a basic necessity that the majority of the population has not had access to, or did not utilise properly.

5.3.7 LACK OF INFRASTRUCTURE

There is a lack of infrastructure in the rural villages of //Khara Hais, which limits the participation of rural communities in the tourism sector. In addition, the absence of adequate transportation services effectively prevents rural communities from participating

in the sector, both as potential suppliers of products and services, and as tourists themselves.

5.3.8 LACK OF APPROPRIATE INSTITUTIONAL STRUCTURES

The lack of commitment to the tourism sector in //Khara Hais is evident from the institutional provisions made for the sector throughout society. At the private sector level, there are many bodies representing specific interests - from car rental and tour operators to guest houses and hotels. It is critically important and necessary to develop inclusive, effective structures for the development, management and promotion of the tourism sector in //Khara Hais. The exact nature and organisation of these structures must be influenced by the vision and objectives set for the sector.

SECTION D: GUIDING STATEMENTS

SECTION SYNOPSIS

This section provides the guiding statements and principles that serve as the basis for the preparation of the tourism plan and the long-term management of the sector, with specific reference to the following:

a) Vision
b) Principles
c) Objectives

6 VISION, PRINCIPLES AND OBJECTIVES FOR TOURISM IN //KHARA HAIS

6.1 VISION

The //Khara Hais SDF puts forward the following vision for the development of tourism as a primary contributor to the economy of //Khara Hais, namely:

Develop tourism as a sustainable industry, supporting or enhancing marginal industries and contributing significantly to the improvement of the quality of life of all the communities of //Khara Hais.

For //Khara Hais to achieve its vision for tourism, a number of key conditions must be met, namely:

a) Sustainable environmental management practices.
b) Involvement of local communities and previously neglected groups.
c) A safe and stable tourism environment.
d) Globally competitive practices, by offering quality services and value for money.
e) Innovative and responsive to customer needs.
f) Focus on product enhancement and emphasise diversity.
g) Effective tourism training, education and awareness.
h) Creative and aggressive marketing and promotion.
i) Strong economic linkages with other sectors of the economy.
j) Appropriate institutional structures.

k) Appropriate supportive infrastructure.

6.2 GUIDING PRINCIPLES FOR THE VISION

The following principles are to guide the on-going implementation and management of tourism in //Khara Hais:

a) Tourism will primarily be private sector driven.

b) Municipality will provide the enabling framework for the sector to flourish.

c) Effective community involvement will form the basis of tourism growth.

d) Tourism development will be underpinned by sustainable environmental practices.

e) Tourism development is dependent on the cooperation of and close partnerships among key stakeholders.

f) Tourism will be used as a development tool for the empowerment of previously neglected communities and should particularly focus on the empowerment of women in such communities.

g) Tourism development will take place in the context of close cooperation with other states within Southern Africa (e.g. the neighbouring Namibia and Botswana).

h) Tourism development will support the economic, social and environmental goals and policies of the municipality.

i) A substantial portion of the tourism benefits must find its way into the local communities.

j) *'Practice what we preach'* in tourism developments and operations (e.g. ensure that all new developments in the natural environment qualify as 'unobtrusive' and 'environment-friendly').

k) Integrate the cultural and natural heritage when putting together tourism packages.

l) Re-invest a substantial portion of tourism profits in the maintenance of the cultural and natural resources.

m) Create a strong element of ecological and cultural awareness with tourists in order to ensure sustainability.

6.3 KEY OBJECTIVES

6.3.1 SUPPORTING THE RECONSTRUCTION AND DEVELOPMENT PROGRAM

The Reconstruction and Development Program (RDP) is the strategy for the fundamental transformation of the municipality. The RDP is based on the notion that reconstruction and development are parts of an integrated process. The RDP integrates growth, development, reconstruction, redistribution and reconciliation into a unified program. It is a pragmatic and proactive program that has already won the support of funding agencies worldwide.

However, the RDP urgently needs 'legs for it to walk on'. The population needs to be provided with meaningful employment and entrepreneurial opportunities so as to be able to afford housing, water and sanitation, electricity, transport and health care. The tourism sector can provide the required support for the RDP by contributing to the creation of 'an enabling environment' for the following:

a) Meeting of basic needs - from job creation, land and agrarian reform to housing, water and sanitation, energy supplies, transport, nutrition, health care, the environment, social welfare and security.
b) Developing human resources - integrating the energies of education and training institutions, focus on life-long learning, arts and culture, sport, youth and, in particular, training of young women
c) Building the economy - reversing distortions, removing barriers, securing employer and worker rights, regional cooperation.

To achieve this, tourism must be developed as a strategic sector. A *'wait and see what happens*' approach pervades the sector. Unless tourism is viewed and developed as a strategically important sector the true wealth-creating potential of the tourism sector will never be realised.

6.3.2 'TRIPLE BOTTOM LINE' OBJECTIVES

In accordance with the tourism vision, a united, sustainable and competitive tourism sector in //Khara Hais will be based upon global 'best practice' in the management of the social, environmental and cultural resource base. The overarching intent is to develop //Khara Hais as an authentic tourist destination in its own right. This is supported by the following objectives:

6.3.2.1 ECONOMIC OBJECTIVES

Tourism has the potential in //Khara Hais to contribute to the achievement of the goals of the *Accelerated and Shared Growth Initiative for South Africa (ASGISA)*, namely to:

- *Increase economic growth with 6% by 2010.*
- *Assist in reducing poverty and unemployment with 50% by 2014.*

At the local level, the economic objectives are to:

a) Generate economic growth and foreign exchange, by aggressively developing and promoting tourism.
b) Establish tourism as a priority.
c) Create sustainable employment opportunities and contribute to the well-being of all the people of //Khara Hais.
d) Optimise opportunities for SMME's, specifically emerging entrepreneurs.
e) Use tourism to aid the development of rural communities.
f) Promote domestic tourism amongst all the people of //Khara Hais.
g) Encourage tourism growth and cooperation throughout the municipality.
h) Facilitate balanced tourism development in //Khara Hais.
i) Create a climate conducive to tourism investment.
j) Encourage linkages between tourism and other industries in order to curb leakages and stimulate the multiplier effect.
k) Lengthen the tourism season in order to minimise the negative effects of seasonality on the sector.

6.3.2.2 SOCIAL OBJECTIVES

The social objectives are to:

a) Develop tourism with dignity - encouraging mutual respect for all cultures and eliminate all forms of discrimination on the basis of language, religion, culture, race, sex, age, wealth, ability, or other.

b) Provide appropriate tourism education, training, awareness and capacity building programs, especially aimed at previously neglected groups.

c) Use tourism as a catalyst for human development, focusing on gender equality, career development and the implementation of national labour standards.

d) Encourage active participation of all the people of //Khara Hais in tourism development.

e) Encourage community participation in the planning, development, implementation, management and implementation of tourism projects.

6.3.2.3 ENVIRONMENTAL OBJECTIVES

The environmental objectives are to:

a) Make the tourism sector in //Khara Hais a leader in responsible environmental practices.

b) Implement integrated environmental management principles for all tourism projects and all major economic development projects.

c) Encourage the conservation and sustainable usage of tourism resources.

d) Contribute to the development of a coordinated municipality-wide environmental strategy.

e) Facilitate the rehabilitation and sustainable use of the Gariep River and its resources.

SECTION E: SPATIAL PLANNING

SECTION SYNOPSIS

This section describes how tourism is to respond to and comply with the spatial planning directives put forward in the //Khara Hais SDF, specifically, as it relates to the land-use classification and associated land use guidelines for the municipality as a whole. In particular, the following aspects are addressed.

a) *Spatial Planning Categories* and *Sub-Categories* as a mechanism for land use classification.

b) Application of the *Spatial Planning Categories* as a basis for tourism development.

c) Application of *Spatial Structuring Elements* as a basis for tourism development.

The tourism plan builds upon the notion that tourism, first and foremost, takes place in a distinct location. Without a high-quality physical location, sustainable tourism is not possible. It is therefore imperative that //Khara Hais, as a distinct 'place' be planned and managed in a manner that enhances its intrinsic, systemic and instrumental value as a tourist destination (refer to the SDF; Volume 2; Chapter 3).

The philosophical premise is that places consist of concrete phenomena such as people, animals, trees, stones, towns, water, homes, the moon, stars, clouds, night, day, etc. The concrete 'things', which constitute the world for humans, are interrelated and complex, and some phenomena may include others. In general, it can be said that some phenomena form an environment to others. The concrete term for 'environment' is place. Place can therefore be defined as 'a totality of concrete things, which have material substance, shape, texture and colour'. These substances determine the environmental character, which is the essence of place (Norberg-Schulz 1993[10]).

However, whilst natural and material elements are usually the primary components of place and the latter is usually described in physical or geographical terms, place means more than a geographical location and comprises more than material substance. Place also comprises intangible phenomena such as feelings, which provide the content of human existence (Norberg-Schulz 1993).

[10] Norberg-Schulz, Christian. 1993. '**The Concept of Dwelling'**. Rizzoli International Publications, Inc.

This section, together with the SDF, provides guidance pertaining to the planning and design of development and land use in //Khara Hais taking cognisance of the philosophical premise associated dimensions referred to above.

7 LAND-USE CLASSIFICATION

From a spatial perspective, the development of tourism-related infrastructure and the implementation of tourism-related activities are to be undertaken in accordance with the land use classification put forward in the //Khara Hais SDF (Volume 2). This land use classification was based upon a set of *Spatial Planning Categories* (SPCs) prepared for this purpose.

The SPCs are based upon the biosphere reserve zoning model that embodies a structure of interrelated cores, corridors and matrices. The figure below illustrates the practical application of the land-use classification system adopted for //Khara Hais.

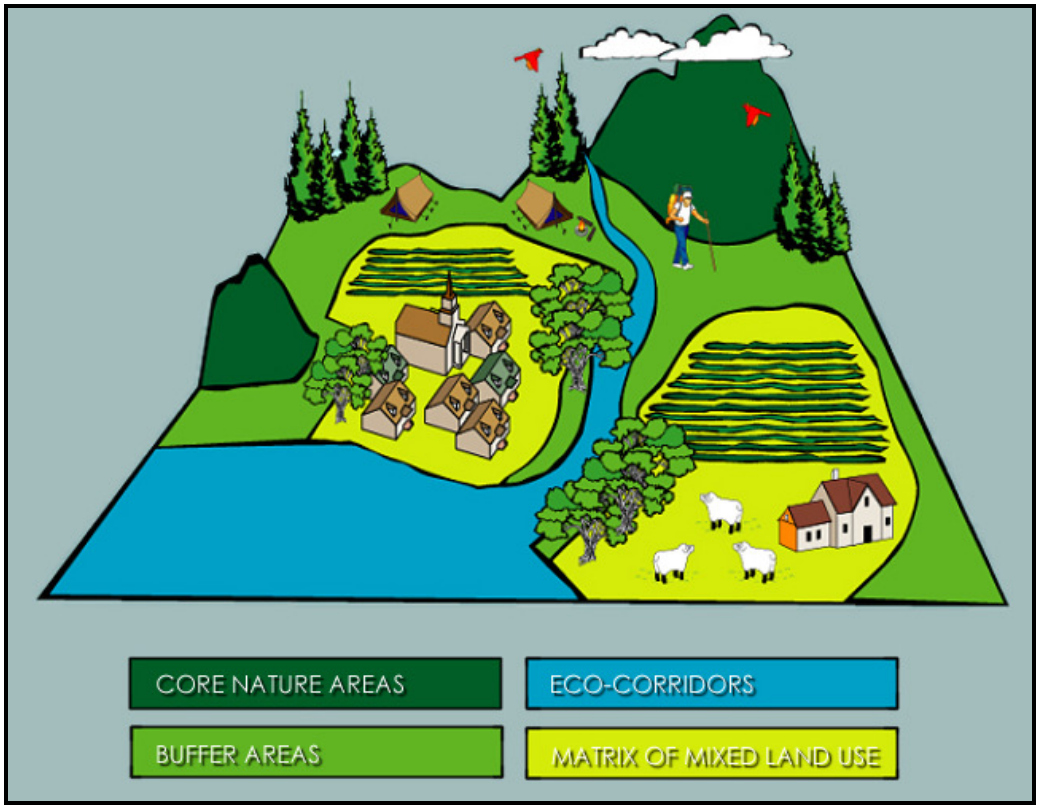


Figure 6: Land-use classification approach adopted for //Khara Hais.

7.1 SPATIAL PLANNING CATEGORIES

As indicated in the table below, a total of six SPCs were used for the land use classification of //Khara Hais. Two of these, namely A and B, refer to the natural landscape, while four types, namely C, D, E, and F, refer to the (cultural) human-made environment. In addition, **39** sub-categories have been created to facilitate detailed land use classification (also refer to the figure below).

Table 3: Spatial Planning Categories (Source: //Khara Hais SDF).

CATEGORY	DESCRIPTION	CLASSIFICATION CRITERIA & PURPOSE
Category A	**Designated Core Conservation Area**	a) Areas of high conservation importance to be protected from development. b) Generally only *non-consumptive land-uses*[11] allowed conditionally.
Category B	**Buffer Area**	a) Areas that serve as a buffer between Category A and all other Categories. b) Providing an appropriate interim classification for conservation-worthy areas that do not have statutory protection, including ecological corridors and areas worthy of rehabilitation. c) Appropriate sustainable development and non-consumptive land-uses may be allowed conditionally.
Category C	**Agricultural areas**	Rural areas where extensive and intensive agriculture is practiced.
Category D	**Urban-related areas**	Areas accommodating a broad spectrum of urban-related development and associated services and infrastructure.
Category E	**Industrial areas**	Areas accommodating industrial activities and associated infrastructure and where very high intensity of human activity and consumptive land use occur.
Category F	**Surface infrastructure and buildings**	All surface infrastructure and buildings not catered for in the above categories, including roads, railway lines, power lines, communication structures, etc.

[11] Refers to land-use that does not include harvesting or extraction of products for consumption, e.g. recreation, tourism, religious ceremonies, research, education, etc.

The SPCs include all land zonings that are provided for under the existing Zoning Scheme Regulations. The SPCs are a mechanism to indicate the appropriate land use on any particular land unit. SPCs help to clarify and facilitate coherent decision-making that can lead to better zonation, laws and regulations.

The SPCs, furthermore, provide a framework in terms of which land-use decisions can be standardised throughout the municipality. The existing Zoning Scheme Regulations and the proposed SPCs have been aligned to a large extent.

It should, however, be noted that the SPCs are not a blueprint for land-use classification. SPCs are not a zoning scheme and their designation does not change existing zoning or land-use regulations or legislation.

7.2 SUB-CATEGORIES

The table below illustrates the SPCs and Sub-Categories that have been formulated for //Khara Hais as part of the SDF.

As illustrated by the figure below the various SPCs and Sub-categories were numbered in alphabetical order, the purpose being to provide for a system in terms of which each entity in the municipality can be allocated a coded number that would facilitate effective land-use management.

From a tourism development perspective, the SPCs and Sub-Categories provide guidance pertaining to where and what type of development should be allowed.

7.3 APPLICATION OF SPATIAL PLANNING CATEGORIES IN TOURISM PLANNING AND MANAGEMENT

To enable informed and objective decisions regarding the desirability of specific development proposals, it is important that municipal councillors, planning officials, local

professional planners, developers, and prospective applicants understand the SPCs and Sub-Categories and their specific purpose(s) and selection criteria.

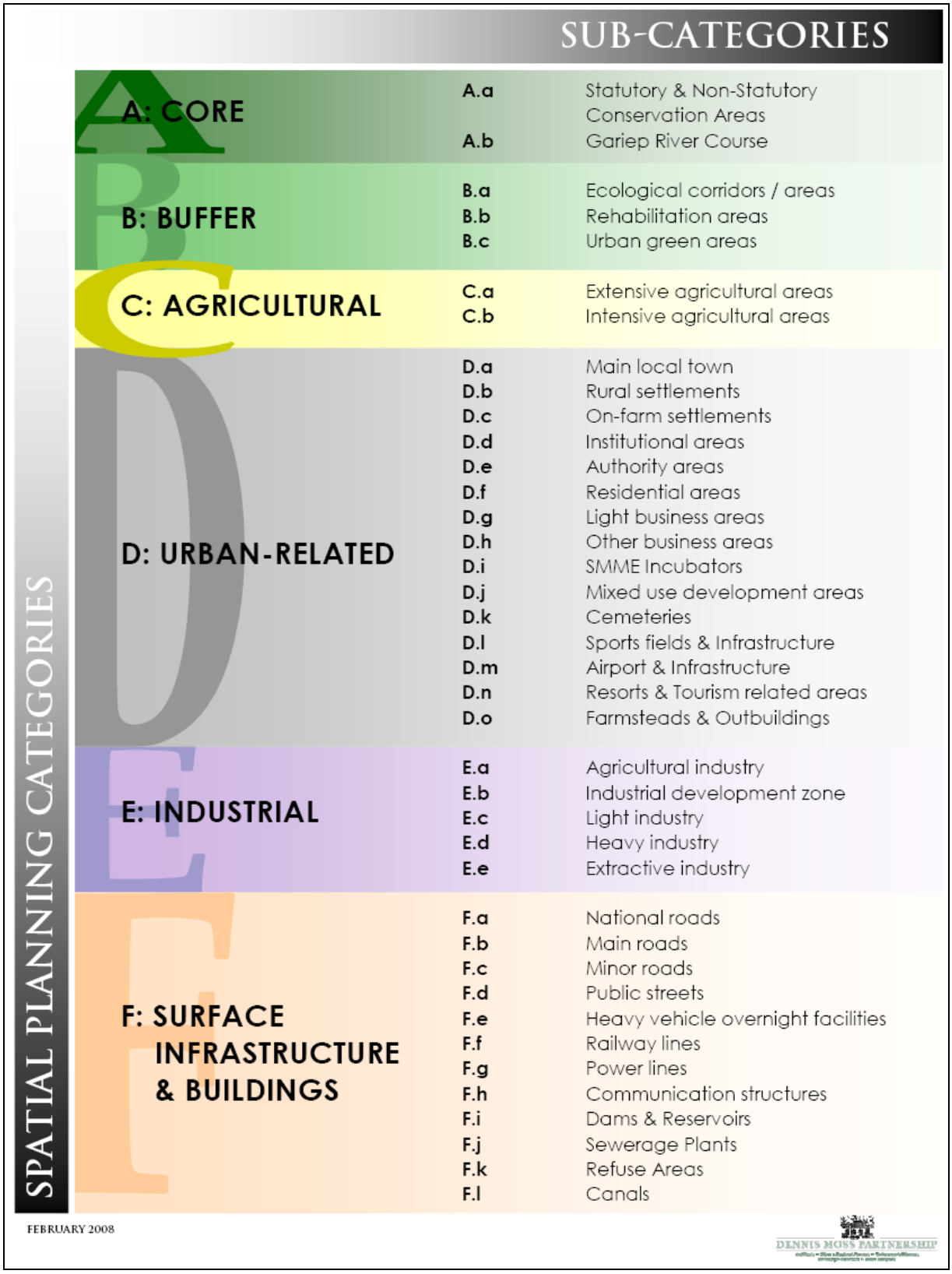


Figure 7: //Khara Hais SDF Spatial Planning Categories and Sub-Categories (Source: //Khara Hais SDF).

In practise, the application of SPCs constitutes the following:

a) The SPCs indicate the desired land-use designation of all land in the municipality and specific types of land-uses that are not necessarily included in the existing Zoning Scheme Regulations. The latter should therefore be constantly aligned with the SPCs and *vice versa*.

b) The SPC plan is to be read together with the Tourism Opportunity Spectrum described in Section F below in order to determine the appropriate tourism product and guidelines for its development.

c) SPC designation builds on the premise that any new development implies a diversion from the *status quo.* For example, an application for the construction of a tourist facility in a tract of extensive agricultural land implies a change in SPC from C.a (Extensive Agriculture) to D.n (Resorts). This implies that the applicant will have to provide assurance to the municipality that the proposed development complies with the place-specific planning and design principles set for SPC D.n and that the proposed development will not have an unacceptable impact on the C.a area.

d) SPC B.a designation on private land does not take away any of the landowner's rights, nor does it grant any rights. It merely indicates that the particular tract of land is of importance to biodiversity conservation and, consequently, to the well-being of the people of the area, and that due care should be taken in the management of the land. No conventional development should be allowed unless it is conclusively proven by the applicant that the proposed development will be sustainable and desirable. Development types that could be considered include tourism-related and recreational infrastructure and amenities. Applications would be subject to an EIA.

e) It is recognised that the human-made landscapes of //Khara Hais are 'contained' by the surrounding natural landscape. The symbiotic relationships between the two landscape types need to be understood and should be reflected in any development that affects this relationship.

7.3.1 LAND USE CLASSIFICATION OF //KHARA HAIS AS A WHOLE

The figure below and the plans of the //Khara Hais SDF illustrate a broad-brush land use designation for the municipality as a whole.

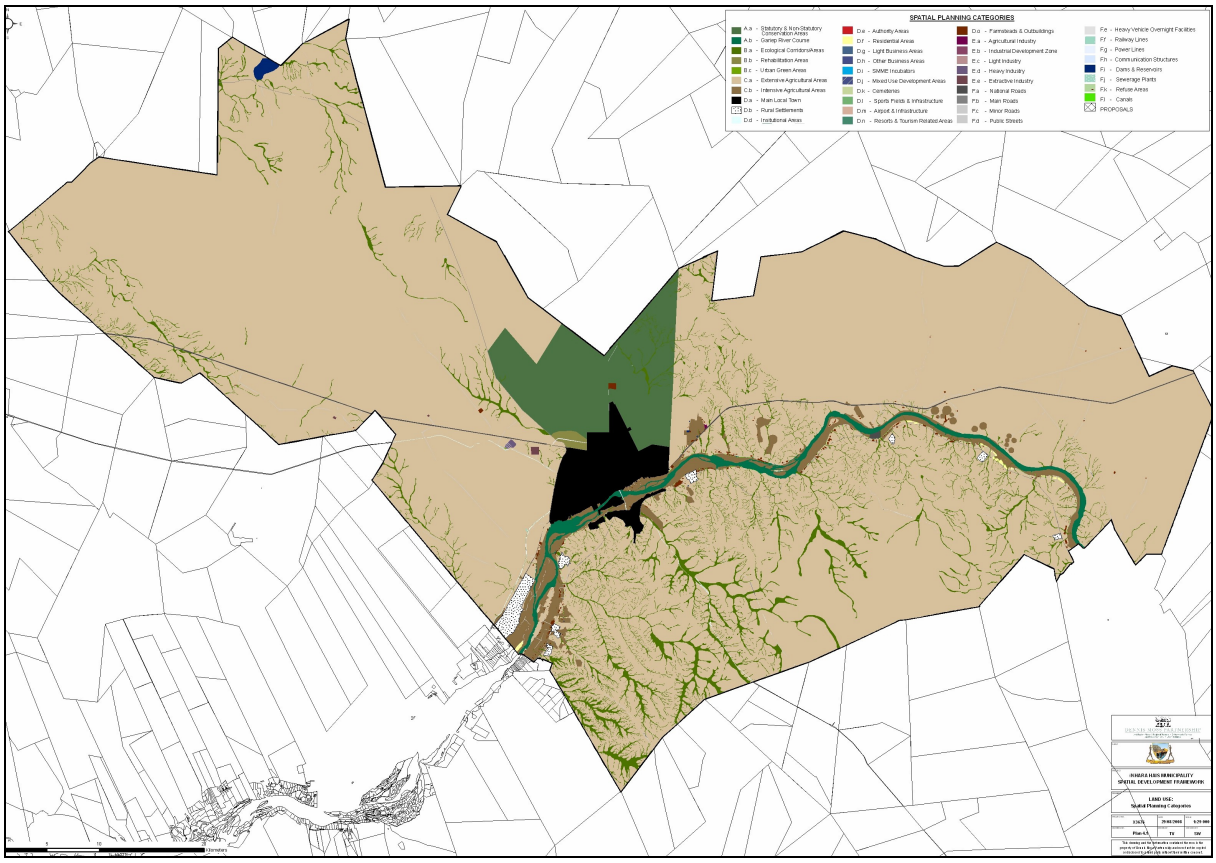


Figure 8: Broad-brush land use plan for //Khara Hais Municipality as a whole (Source: //Khara Hais SDF).

7.3.2 LAND USE CLASSIFICATION FOR UPINGTON TOWN

The figure below and plans of the SDF illustrate the designated land use for the town of Upington in terms of the SPCs.

These plans, together with the Tourism Opportunity Spectrum described in Chapter 11.1 below, provide the basis for the planning and design, and decision-making pertaining to the development and management of hospitality enterprises and associated amenities in the municipality.

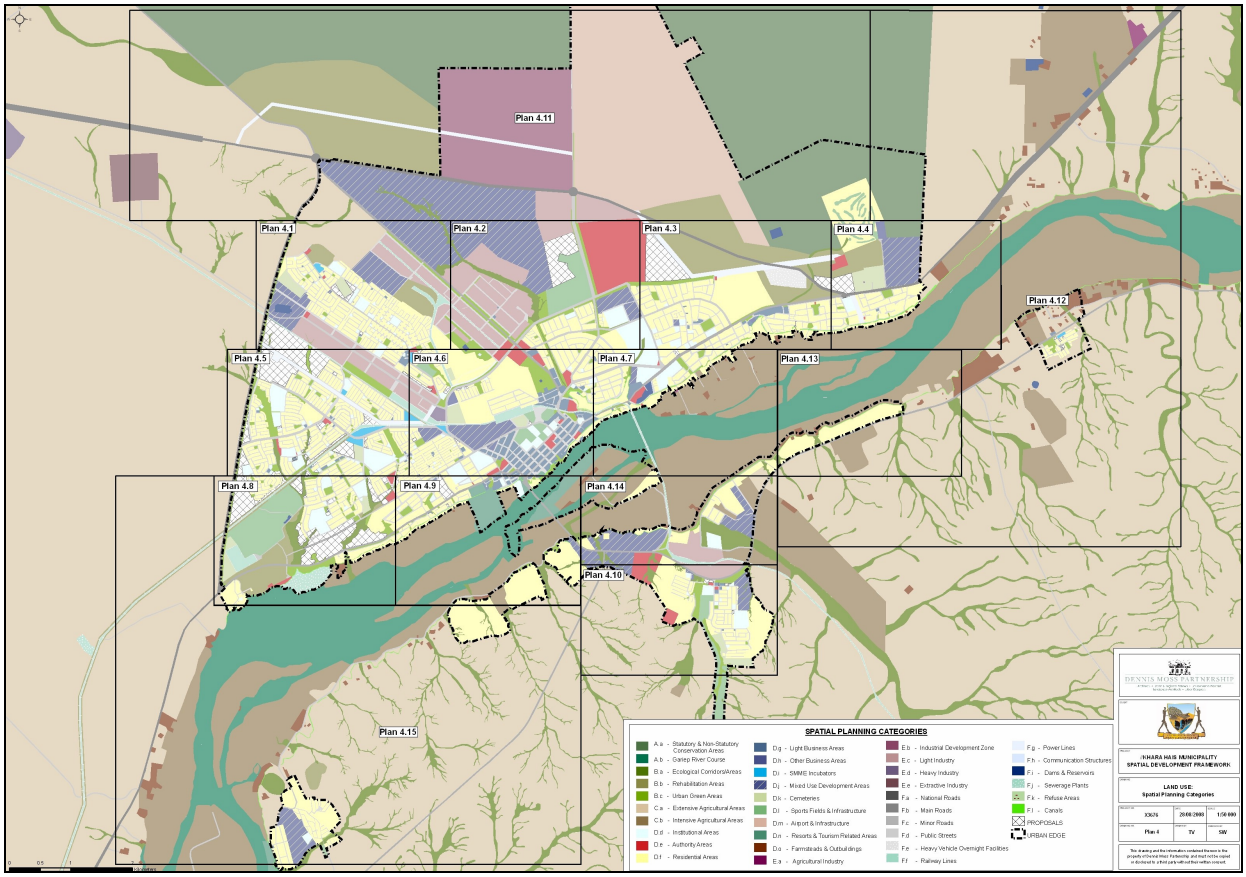


Figure 9: Land use plan for Upington (Source: //Khara Hais SDF).

7.3.3 LAND USE CLASSIFICATION FOR RURAL SETTLEMENTS

Similar land use plans are included in the SDF for the smaller rural settlements of the municipality, namely:

a) Lambrechtsdrift.

b) Karos.

c) Leerkrans.

d) Straussburg.

e) Leseding.

f) Louisvale.

g) Raaswater.

h) Kalksloot, Klippunt and Ses Brugge.

8 IMPLEMENTATION OF SPATIAL STRUCTURING ELEMENTS

A primary aim of the //Khara Hais SDF is to provide guidance to the municipality, developers, landowners and individuals with regard to future development and urban restructuring. The objective of this is to:

- enhance and preserve the unique characteristics and qualities of Upington and the rural settlements in //Khara Hais;
- restore degraded places; and
- create high-quality places in accordance with the principles of good 'place-making' and in terms of the principles of sustainable development.

Together with the land use classification approach (the SPCs application) described in Chapter 7 above, six **Spatial Structuring Elements** were adopted to guide urban renewal and future development in //Khara Hais and in Upington, in particular. The Spatial Structuring Elements are practical tools to be used by all stakeholders to help shape Upington into a settlement that is sustainable and where a high quality for its inhabitants is ensured.

The Spatial Structuring Elements are of relevance to tourism development in that they facilitate the following:

a) Containment of urban sprawl (urban sprawl implies higher per capita cost of providing essential services and loss of valuable agricultural or natural land).

b) Promotion of urban and social integration by creating compact urban areas (compact urban areas, i.e. mixed use areas where a wide range of urban activities/facilities as possible are accommodated within walking distance of living areas, contributes to the accessibility of economic, social and recreational opportunities to the community).

c) Promotion of acceptable higher densities (higher densities imply more efficient use of available urban land, natural resources and service infrastructure).

d) Creation of quality urban environments through urban renewal and landscaping (priority should be given to the conservation and reuse of buildings, infrastructure

and materials and the beautification of the urban environment through intensive landscaping).

e) Reduction of the need for traffic movement and promotion of pedestrian and non-motorized movement patterns (the price signals of transport, such as construction costs and cost of petrol given by the transport market, because they ignore environmental costs, mislead the users into believing that personal mobility is cheaper than it really is).

f) Restoration and maintenance of a defined sense of place (urban areas must reflect the culture-historical character of the area and its people and unique local land uses).

g) Alleviation of poverty and inequality (future urban development should improve the state of any given situation within the context of the constitutional imperative of promoting both human well-being and environmental integrity).

h) Protection and enhancement of the properties and investment of all inhabitants by *inter alia* preventing inappropriate development or land-use in the proximity of such properties and promoting renewal/upgrading of existing development that detracts from the overall value and integrity of an area.

i) Enhancing and simplifying decision-making regarding development applications, e.g. a rezoning application for a guesthouse within a designated Hospitality Corridor will only be subject to the guidelines and principles relevant to Hospitality Corridors as documented in this SDF. Applications that are not consistent with the designated *Spatial Structuring Elements* will be subject to standard directives, including the //Khara Hais Scheme Regulations.

The figure below summarises the Spatial Structuring Elements to be implemented and maintained in //Khara Hais. All of these aims to create an urban environment that is conducive to sustainable tourism. However, of particular relevance to tourism development and management is the designation of Hospitality Corridors under the Activity Street Spatial Structuring Elements.

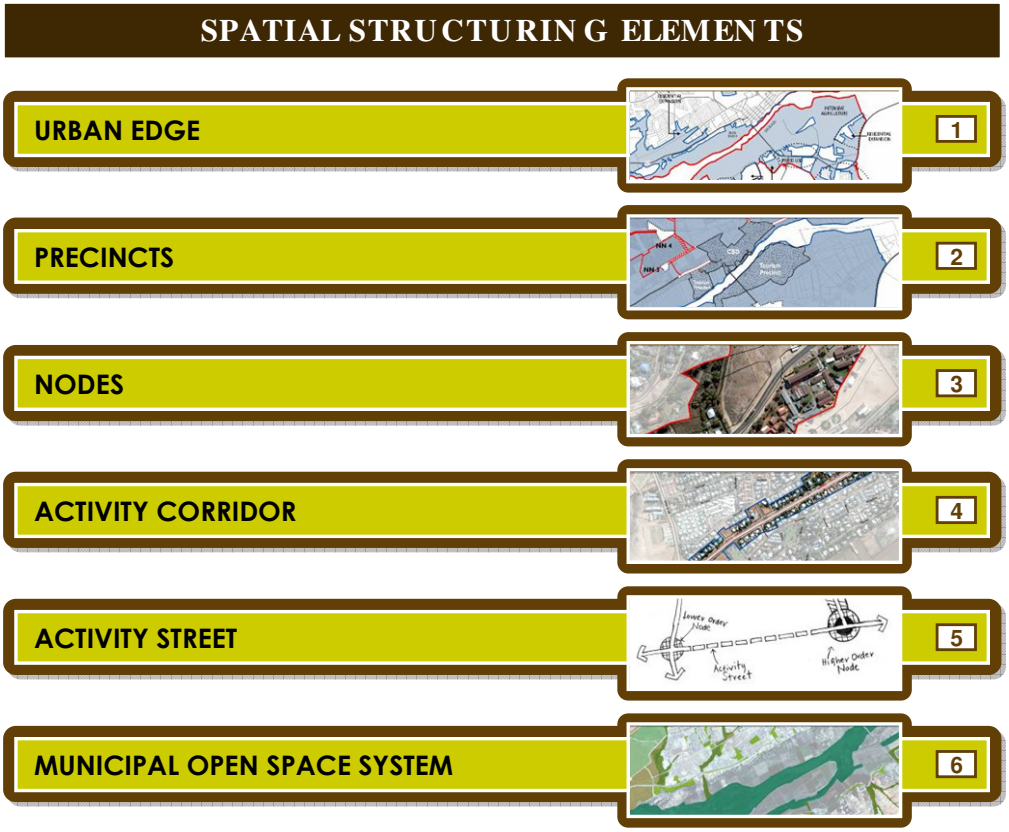


Figure 10: Spatial Structuring Elements applied in //Khara Hais (Source: //Khara Hais SDF).

In the chapter below the definition, purpose and application value, and broad policy guidelines are provided with regard to the implementation and/or compliance with the designated Hospitality Corridors in Upington.

8.1 HOSPITALITY CORRIDORS

The figures below and Plan 14.16, Plan 14.17 and Plan 14.18 of the SDF illustrate the identified Hospitality Corridors in Upington. These consist of sections of the following streets:

a) Lemoen Street (N14-west) (Figure 14 illustrates the possible landscaping of Lemoen Street).

b) Gariep River Hospitality Corridor.

c) Schröder Street (N14-east) and Middelpos Hospitality Corridor (Figure 15 illustrates the possible landscaping of Schröder Street).

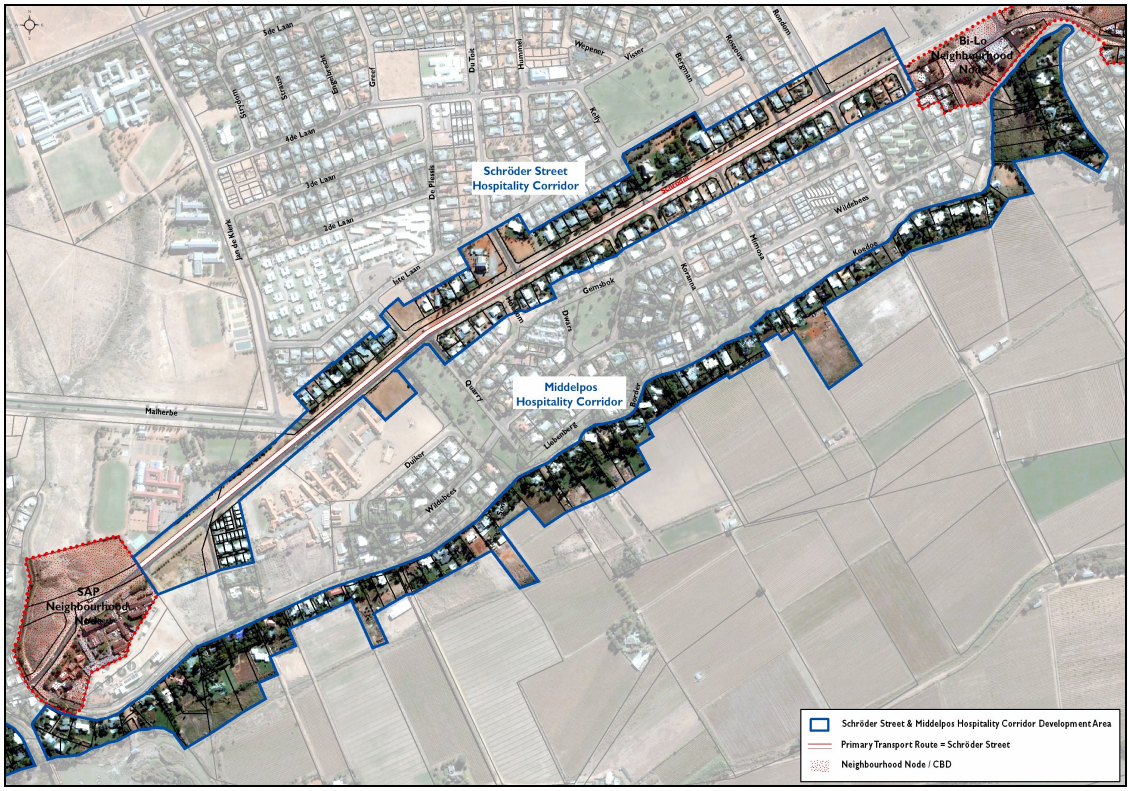


Figure 11: Schröder Street and Middelpos Hospitality Corridor (Source: //Khara Hais SDF)

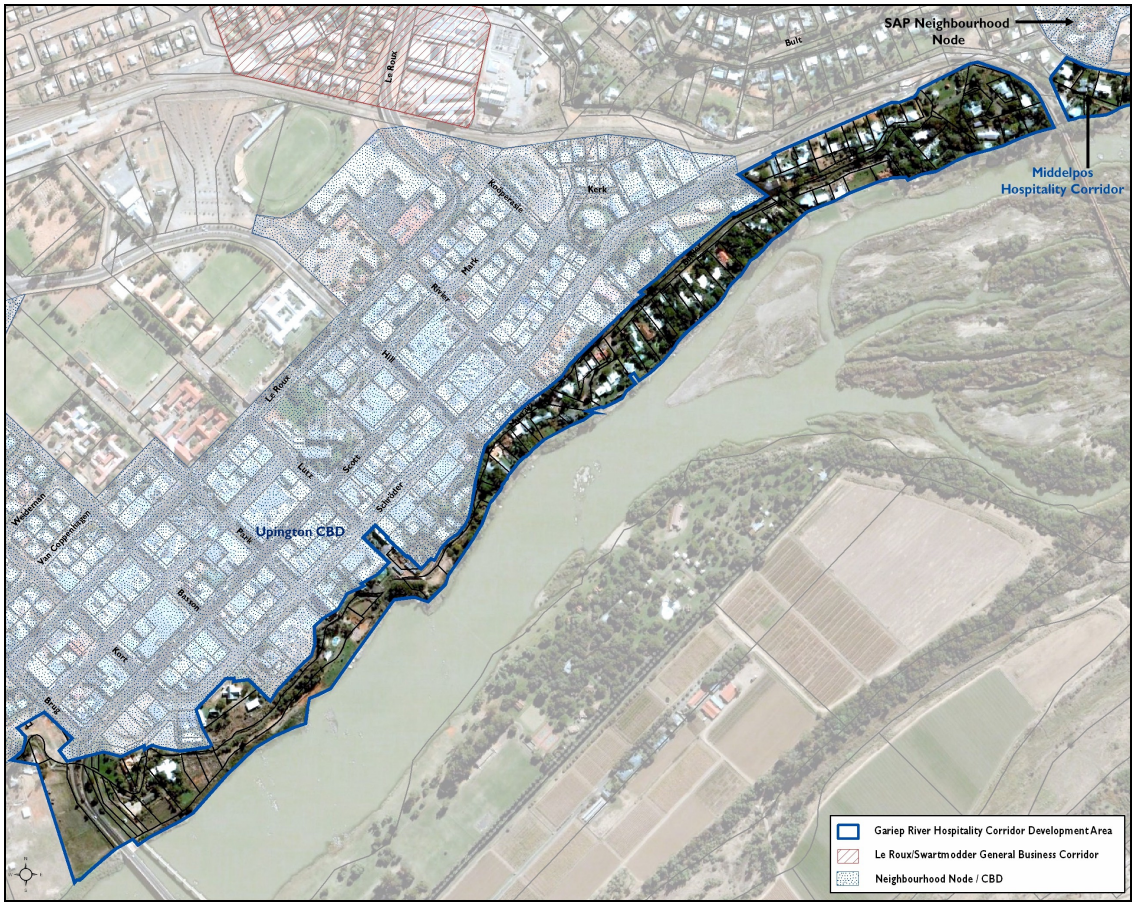


Figure 12: Gariep River Hospitality Corridor (Source: //Khara Hais SDF)

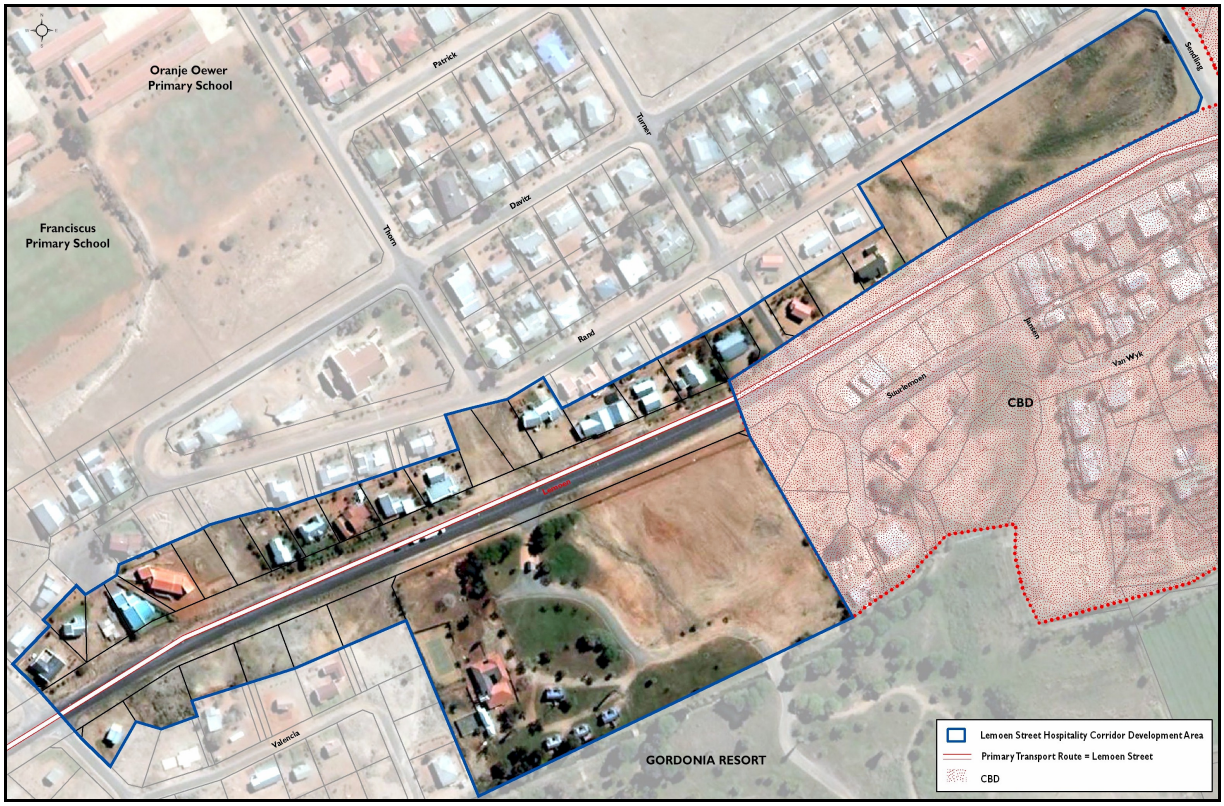


Figure 13: Lemoen Street Hospitality Corridor (Source: //Khara Hais SDF)

8.1.1 POLICY GUIDELINES FOR HOSPITALITY CORRIDORS

The Hospitality Corridors and the development and management thereof will be undertaken in terms of the following policy guidelines (refer to the SDF; Volume 3; Chapter 8.3) (The policy numbers quoted below have been copied from the SDF).

No. 8.3(a):

Hospitality Corridors include the first row of properties abutting each side of the primary transport route.

No. 8.3(b):

The general development parameters applicable to development applications in the Hospitality Corridor are summarised in the table below.

Table 4: General parameters for development in the Hospitality Corridor (Source: //Khara Hais SDF).

USE	HEIGHT (MAX)	DENSITY (MAX)	COVERAGE
a) Boutique Hotels, Guest Houses and Bed & Breakfasts (consent use under Residential Zone I and Business Zone I). b) Coffee Shops, Curio Shops & Art Galleries (Business Zone I).	2 Storeys	10 du/ha (Gross)	To be determined by SDP

No. 8.3(c):

A Site Development Plan (SDP) will form part of development applications within this zone. The municipality may consider a departure from the development parameters in Table 4 if adequate proof were provided that such departure is justified.

No. 8.3(d):

In designated Hospitality Corridors the policy pertaining to the requirement that the owner must reside on the premises does not apply.

No. 8.3(e):

In Hospitality Corridors there should be a focus on innovative landscaping, regular urban renewal and appropriate development that will enhance the quality of the environment and the hospitality product as a whole. Such landscaping is to be undertaken in accordance with the principles of critical regionalism summarised in Chapter 2.1. The figures below illustrate the type of landscaping interventions that could be implemented.



Figure 14: Lemoen Street before and after landscaping (Source: //Khara Hais SDF)



Figure 15: Schröder Street before and after landscaping (Source: //Khara Hais SDF).

No. 8.3(f):

Adequate provision must be made for parking on-site. Parking areas should preferably be placed in basements and/or to the back of properties. Small landscaped parking areas to the front of properties may also be considered. The provision of parking for each development application is subject to the //Khara Hais Scheme Regulations and development guidelines of the //Khara Hais SDF.

No. 8.3(g):

Development applications must describe how consideration was given in the planning and design of the surrounding land uses and must illustrate how the proposed development will contribute towards the sense of place of the surrounding area and to the enhancement of environmental integrity in general.

SECTION F: MANAGING THE //KHARA HAIS TOURISM PRODUCT

This section describes the //Khara Hais tourism product with the focus on the following:

a) Type of tourism to be promoted and the key characteristics thereof.

b) Actions towards implementation of the desired type of tourism.

c) Tourism Opportunity Spectrum as an implementation and management framework.

d) SDF strategies for implementation.

e) Proposed tourism-related projects.

The long-term sustainability of the tourism sector largely depends on the defining, enhancement, branding and marketing of the various components of the tourism product.

There is a tendency to develop and manage tourism exclusively in response to market demand. While this may be relevant and appropriate for certain segments of the sector, e.g. the hospitality segment, such approach could be contra-productive in that no destination can fulfil the needs and demands of the entire market. The result is that uninformed, or the 'wrong type' of visitor, often leave the area disappointed or disillusioned.

This tourism plan builds upon an approach that responds to market demand but which is, in particular, product-orientated. This means that:

a) The tourism product and its components are place-specific (i.e. based upon the unique selling points of //Khara Hais and its component places).

b) The tourism product and its components are properly defined, branded and marketed to specific target markets.

c) Strategies are implemented to enhance the product through appropriate development and management.

d) Strategies are implemented to extend the target market (i.e. increasing those tourists that understand, appreciate and, consequently, visit the area with the objective to experience the defined tourism product).

The above is to be achieved through the *Tourism Opportunity Spectrum* and associated branding and marketing of //Khara Hais and its component attributes as a tourist destination.

9 TYPE OF TOURISM TO BE PRACTISED IN //KHARA HAIS

To achieve the true potential of the tourism sector in //Khara Hais it must be recognised that *any old tourism* will not work.

In terms of the //Khara Hais SDF a bioregional planning and implementation approach is to be followed in all economic sectors. Such approach builds upon and promotes the unique characteristics of the local environment and subsequently has the potential to boost other sectors of the economy. The type of tourism to be adopted should create entrepreneurial opportunities for the previously neglected groups; should be kind to the environment; and should contribute towards bringing peace, prosperity and enjoyment for the people of the area.

9.1 RESPONSIBLE TOURISM

Based on an assessment of the problems, constraints and opportunities facing the //Khara Hais tourism sector, the imperatives of global change, as well as the ideas and concerns raised during the municipality-wide SDF workshops in //Khara Hais, the concept of responsible tourism emerged as the most appropriate for //Khara Hais.

The White Paper on the Development and Promotion of Tourism in South Africa (Department of Environmental Affairs and Tourism 1996) proposes responsible tourism as the key guiding concept for tourism development.

Responsible tourism implies a proactive approach by tourism sector partners to develop, market and manage the sector in a responsible manner, so as to create a competitive advantage.

Responsible tourism requires existing tourism structures (including the municipality and formal institutions) to involve the local communities through the development of meaningful economic linkages (e.g. the supply of agricultural produce to entrepreneurs, out-sourcing of laundry, etc.). It implies the responsibility to respect, invest in and develop local

cultures and protect them from over-commercialisation and over-exploitation. It also implies the responsibility of local communities to become actively involved in the tourism sector, to practice sustainable development and to ensure the safety and security of the visitors. Responsibility to visitors through ensuring their safety, security and health is consequence of responsible tourism.

Responsible tourism furthermore implies responsible local governance as well as responsibility on the part of the tourists themselves to observe the norms and practices of the receiving environment (i.e. //Khara Hais).

9.1.1 KEY ELEMENTS OF RESPONSIBLE TOURISM

In addition to the above, responsible tourism is characterised by strategies to:

a) Avoid waste and over-consumption of resources.
b) Use resources sustainably. The almost negligent manner in which energy is used for air-conditioning in Upington is a key aspect that has to be addressed in this regard.
c) Maintain and encourage natural, economic, social and cultural diversity.
d) Involve the local community in planning and decision-making.
e) Assess environmental, social and economic impacts as a prerequisite to developing tourism.
f) Ensure communities are involved in and benefit from tourism.
g) Market tourism that is responsible, respecting local, natural and cultural environments.
h) Monitor impacts of tourism and ensure open disclosure of information.

Responsible tourism has emerged as most appropriate because

(i) It recognises the responsibility of the municipality and private sector to involve the entire community in the tourism sector.
(ii) It is 'on trend' with the demands of the international marketplace. Today, enlightened and discerned travellers want to know that their activities do not destroy the environment, but rather, help to conserve the environment and sustain local communities.

(iii) Responsible tourism offers //Khara Hais the opportunity to be a leader in the field; it has a chance to define global best practice in responsible tourism and set the standard for the rest of the world to follow, rather than follow the initiatives that others have developed.

(iv) Responsible tourism is all-embracing, involving proactive participation and involvement by all stakeholders - private sector, municipality, local communities, previously neglected, consumers, NGOs, the media, employees and others.

(v) Responsible tourism is not a luxury for //Khara Hais - it is a necessity if //Khara Hais wishes to emerge as a successful international competitor.

9.1.2 TOWARDS IMPLEMENTATION OF RESPONSIBLE TOURISM

The key challenge is to foster a commitment to responsible tourism on the part of all stakeholders and most importantly, implement it. The municipality is committed to the principle of responsible tourism and will undertake the following actions to facilitate its implementation:

a) Work closely with international funding agencies, the local and international private sectors, NGOs and other relevant partners to define responsible tourism and establish a standard for it.

b) Actively market and promote //Khara Hais as the premier responsible tourism destination.

c) Provide incentives for responsible tourism providers, through municipality procurement policies, encourage international organisations and agencies to follow suit.

d) Encourage the development of partnerships between the tourism private sector and local communities.

e) Sensitise the tourism private sector to the importance of involving communities in the development of responsible tourism.

f) Use the local and international media to recognise and promote establishments that take actions to become socially and environmentally responsible.

g) Support the employment of a cadre of persons to act as 'doormen' between the private sector and local communities to create business opportunities for communities.

h) Work closely with local communities to identify and develop their tourism potential.

i) Encourage successful responsible tourism suppliers to champion the cause of the communities and the spread of responsible tourism.

j) Encourage joint ventures in which communities have significant ownership of and a substantial role in the management of tourism. Land claims and communal ownership of land offer forms of equity in these kinds of schemes.

k) Encourage the provision of opportunities at hotels and other establishments for advertising local attractions and other products and services offered by local communities.

l) Encourage tour operators to include informal community gathering places, local museums, arts and craft shops in their tour itineraries.

10 KEY CATEGORIES OF THE TOURISM PRODUCT

As described in Chapter 4, //Khara Hais is characterised by a host of tourism-related comparative economic advantages and unique selling points which can be grouped into three broad categories as illustrated by the figure below.



Figure 16: Categories of components of the //Khara Hais tourism product.

As stated previously, the comparative economic advantages, or unique selling points, are not only vested in the biophysical, economic and cultural environment, but also in the minds of the people living in the area and those that visit, or intend to visit, the area.

Responsible tourism therefore largely depends on a thorough understanding of //Khara Hais as a distinct and unique place. Such understanding can be described as a *phenomenological understanding*[12] which needs to be supported, or cultivated. Such an understanding is based on the fact that all interrelated systems and other phenomena are nested within one place, namely the biosphere (Norberg-Schulz, 1993)[13]. Thinking about //Khara Hais as part of the biosphere (living world) helps us to understand the interdependency and links between settlement and countryside, natural and cultural processes, water and land, communities and their surroundings. In the long-term, tourism would not be a viable economic sector in //Khara Hais without such understanding.

It is important to recognise that the *spirit of place* is manifested in *location*, *spatial configuration*, and *settlement boundaries.* Primary *structural properties,* such as the way buildings are constructed, etc. must be preserved in order to retain a particular *local quality* and protect the *atmosphere* of a place. It is this atmosphere, or intrinsic value, which first of all, ties people to their place and strikes visitors as a particular local quality (Norberg-Schulz 1993).

It is imperative that the intrinsic and systemic values of the human-made environment of //Khara Hais be restored and conserved in the long-term. This is to be achieved by giving effect to the SDF which requires that the five principles of 'critical regionalism' referred to under Chapter 2.1 be used to guide all future development and restoration actions throughout the municipality.

11 TOURISM OPPORTUNITY SPECTRUM: A FRAMEWORK FOR PLANNING AND MANAGEMENT OF TOURISM

In order to facilitate the planning and management of tourism in //Khara Hais a comprehensive *Tourism Opportunity Spectrum (TOS)* was prepared.

[12] A phenomenological understanding refers to how we experience ourselves and how we experience *things* outside ourselves, that is, all that is not self (Wagner, 1983).

[13] Norberg-Schulz, Christian, 1993 *'The Concept of Dwelling'*. Rizzoli International Publications, Inc.

The purpose and practical application of the TOS are as follows:

a) It provides a framework for the formulation of an appropriate 'image' for //Khara Hais and for the branding and marketing of the primary tourism product.

b) It provides a comprehensive inventory of tourism opportunities so as to attract the appropriate target market. This will be achieved through the creation of appropriate mental images as a basis for the evaluation and selection of the tourist's choice of destination.

c) It ensures that tourists will not have false expectations and that their realistic expectations and aspirations will be fulfilled.

d) It provides guidance in respect of the most appropriate tourism type and/or opportunity class to be presented in any portion of the municipality. These guidelines are based on the designated land uses (in terms of the SPCs) described in Section E. In order to illustrate where each of the tourism types defined by the TOS can be undertaken, the TOS was linked to, and should be read together with the *SPC Plan* (Land Use) and *Spatial Structuring Elements Plan* in Section E above and in the //Khara Hais SDF.

e) It provides a framework that will facilitate the preparation of guidelines for the development of tourist facilities (e.g. in accordance with the principles of critical regionalism summarised in Chapter 2.1) and the management of tourism activities in each zone.

f) It provides a framework in terms of which the municipality will be in the position to guide future tourism development and management throughout //Khara Hais.

g) It provides a framework for the preparation of management plans for tourism destinations and enterprises.

The TOS summarises and contextualises the tourism products of //Khara Hais and the relevant components of the Green Kalahari of which it forms a part.

11.1 APPROPRIATE SPATIAL DISTRIBUTION OF TOURIST ACTIVITIES

Tourism in //Khara Hais includes a variety of tourism types, many of which are interrelated and are presented in the same localities. These tourism types were

categorized broadly in terms of a consumptive/non-consumptive continuum ranging from the 'least modified' (natural) to the 'most modified' (cultural). This is based upon the zonation concept of core areas (least modified areas), buffer zones, and transition areas (most modified areas) described in Chapter 7.

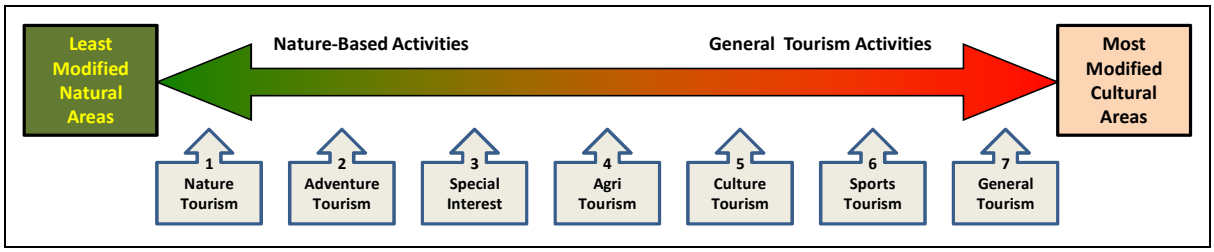


Figure 17: Tourism land use continuum (Adapted from Reid, 1999)[14].

The above continuum provided a framework for the preparation of a TOS for //Khara Hais which includes the categories and components illustrated by Figure 17 above. The TOS includes a description of the following:

a) Type of tourism opportunity.

b) Opportunity class and associated activities.

c) Appropriate location for such activities.

Table 5: Tourism Opportunity Spectrum for //Khara Hais Municipality.

TOURISM TYPE	OPPORTUNITY CLASS	SPC & LOCALITY
NATURE TOURISM	**Nature-related experiences in semi-wilderness or extensive natural areas.**	
	a) Non-consumptive, non-mechanised activities focussed on physical and spiritual enjoyment of the natural environment.	SPC A.a, B.a, B.b, B.c, C.a (refer to land use plans in Ch. 7.3).
	b) Non-consumptive, mechanised activities focussed on physical and recreational natural environment.	Ditto
	c) Nature-based hiking, biking, camping, wildlife- and bird watching.	Ditto

[14] Reid, D.G. (Ed), 1999. *Ecotourism Development in Eastern and Southern Africa.* Weaver Press, Harare, Zimbabwe.

ADVENTURE TOURISM	**Exploration, or travel to remote areas and 'expect the unexpected', gaining excitement by stepping outside of the comfort zone.**	
	a) Self-catering activities with element of danger; requiring physical skill and endurance, degree of risk-taking. Includes rafting & canoeing on Gariep River, mountain-biking, quad-biking[15], micro-light flights.	SPC A.b, B.a, B.b, B.c, C.a (refer to land use plans in Ch. 7.3).
	b) Catered non-consumptive, mechanised activities focussed on experiential use of specific environmental dimensions, e.g. guided boat & canoe trips on the Gariep River.	Appropriate locations through-out //Khara Hais.
SPECIAL INTEREST TOURISM	**Opportunities to use or study aspects that are unique to //Khara Hais.**	
	a) Non-consumptive experiencing and/or studying of specific aspects of both the natural and cultural environment.	Throughout //Khara Hais.
	b) Utilising ideal climatic conditions and suitable infrastructure for testing of new and/or prototype vehicles and equipment.	Defined locations in //Khara Hais.
	c) Ethical sports and trophy hunting in unique Kalahari environment.	Ditto
AGRI' TOURISM	**Opportunities to experience and/or study agri-related lifestyles and land uses unique to //Khara Hais.**	
	a) Study and experience traditional lifestyles and land-use practices of the area, e.g. cultivation/production of wine, dried fruit, game products.	SPC C.a, C.b, D.c, D.o, E.a, etc. (refer to land use plans in Ch. 7.3).
	b) Where possible, reside with farmer and his family to experience local traditional, lifestyles and values.	Ditto
	c) Reside in self-contained cottage or traditional farmhouse and experience daily agricultural routines and practices.	Ditto
	d) Guided tours on farms or through agri-industries.	Ditto

[15] Mechanised sports, e.g. quad-biking, may only take place in dedicated zones in order to avoid any noise and dust disturbances.

CULTURE TOURISM	**Opportunities to experiencing and/or study local culture and traditions.**	
	a) Direct experiencing of local cultures, traditions, and life style, e.g. eating traditional food, visiting settlements.	Throughout //Khara Hais.
	b) Guided cultural routes through former townships (e.g. the proposed Poppie Nongena Route).	Defined sites throughout //Khara Hais.
	c) Experience cultural shows and festive occasions commemorating local culture, land uses and history,	Ditto
	d) Experience community life, cultures and traditions.	Mixed-use community node (proposed).
SPORTS TOURISM	**Opportunities for both professional and amateur sports-related activities at the local, national and international level.**	
	a) Professional sports and academic training and education.	Sports academy and lifestyle village (proposed).
	b) Training and recuperating of international sports teams during tours.	Ditto
GENERAL TOURISM	**All other opportunities not catered for under the above categories.**	

The above TOS should be read together with the list of tourism opportunities or product components attached under Annexure 1.

SECTION G: STRATEGIES AND GUIDELINES

SECTION SYNOPSIS

This section provides strategies and guidelines for the implementation and long-term management of the tourism sector in //Khara Hais in accordance with the White Paper on the Development and Promotion of Tourism in South Africa (Department of Environmental Affairs and Tourism 1996). Specific reference is made to the key requirements for a sustainable tourism sector.

12 STRATEGIES TOWARDS IGNITING THE ENGINE OF TOURISM GROWTH

To ignite the engine of growth in the //Khara Hais tourism sector a number of key aspects must be addressed. These are grouped into two broad categories illustrated by the figure below.

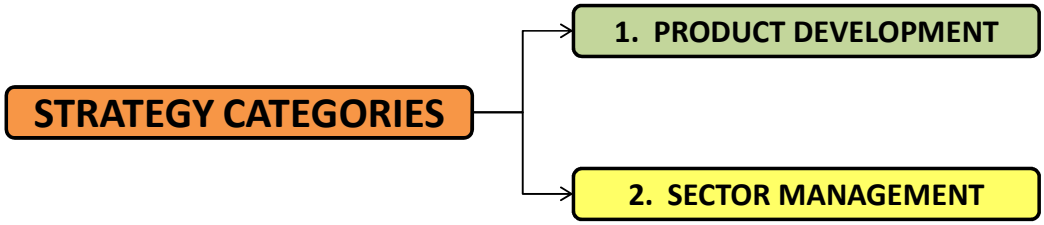


Figure 18: Strategy categories for tourism management in //Khara Hais.

In the chapters below strategies are provided to address the focal areas referred to above. The strategies collectively aim to create an empowering environment within which the tourism role players will be able to undertake responsible tourism that will give effect to the applicable legislation, policy, protocols and programs aimed at promoting sustainable development, namely *protecting and enhancing environmental integrity* and *promoting human-well* being through the *efficient and just use of resources*.

13 PRODUCT DEVELOPMENT

In further developing the tourism product the following guidelines should apply:

a) Emphasise the diversity of the product and not over-market and over-develop the known attractions.

b) Where appropriate, deregulate the sector to encourage wider access by other community groupings.

c) Emphasise the development of products that offer good potential for development, for example sports tourism, culture tourism, ecotourism, conference and incentive travel, wildlife safaris, hunting, etc.

d) Foster the development of community-based tourism products.

e) Developments should be promoted that are appropriate to the structures and strategies proposed in the SDF.

f) Encourage both new and existing suppliers of tourism products to provide facilities (accommodation, attractions and other services) for the disabled.

g) Encourage the development of sports tourism and encourage the provision of facilities, training, marketing and promotion to give emphasis to the development of this segment of the sector as proposed in the SDF.

h) Pay specific attention to the emerging domestic tourism market and facilitate the provision of appropriate recreational centres and facilities to cater to this market.

Product development in //Khara Hais has three distinct components as illustrated by the figure below.

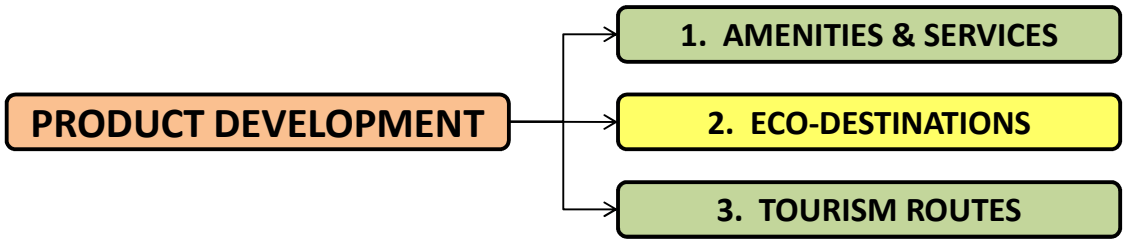


Figure 19: Focal areas for product development.

13.1 DEVELOPMENT OF TOURISM-RELATED AMENITIES, SERVICES AND INFRA-STRUCTURE

As was stated previously, the tourism plan responds to directives put forward in the //Khara Hais SDF pertaining to the development of amenities and infrastructure that would significantly enhance the status and feasibility of //Khara Hais as a stand-alone tourist

destination. Table 1 in Section A comprises an extract from the SDF which summarises general strategies for tourism-related development in //Khara Hais Municipality.

In order to give effect to these directives, the municipality commissioned a project which included the concept planning, feasibility assessment and funding sourcing for the tourism related projects listed in the SDF (refer to Table 1 in Section A), namely:

a) North Bank Tourism Node (refer to project sites A and B on the figure below).

b) Multi-Purpose Community Node (refer to project sites C1 and C2 on the figure below)

c) Taxi market and SMME node (refer to project site D on the figure below).

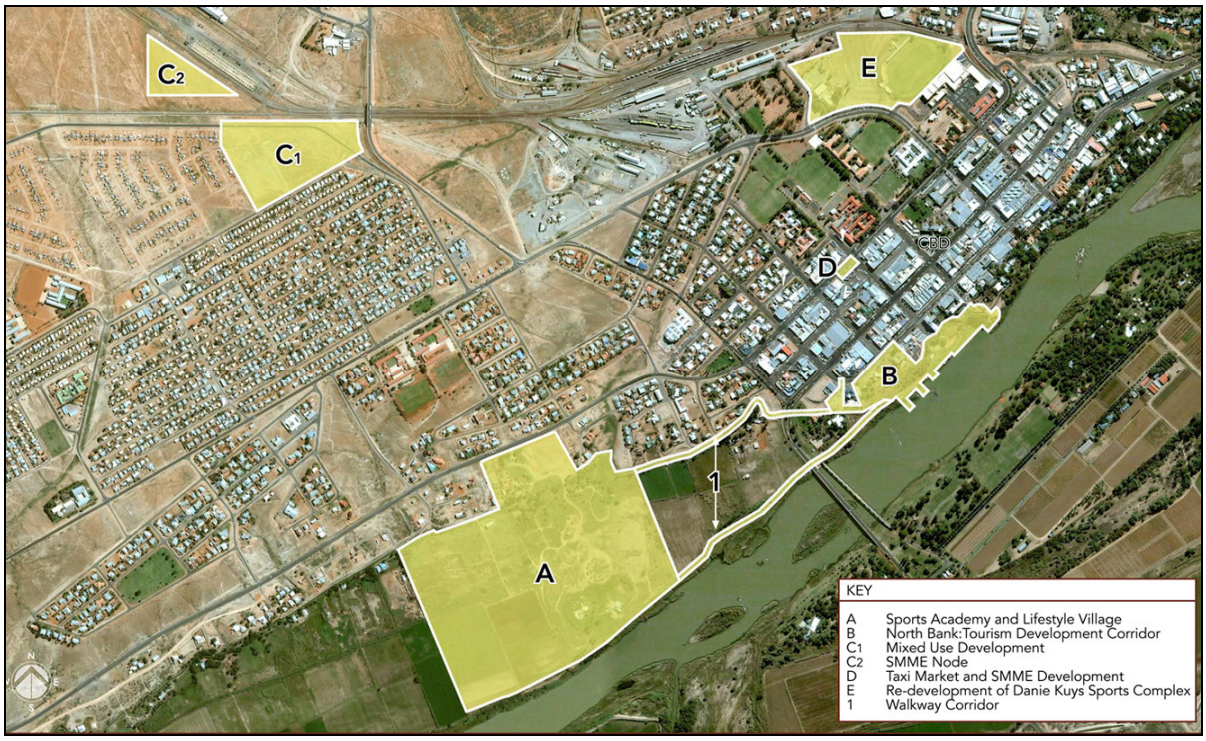


Figure 20: Location of the North Bank Tourism Node (Areas A & B), the Multi-Purpose Community Node (Areas C1 & C2), and the Taxi market (Area D).

13.1.1 NORTH BANK TOURISM NODE

This node comprises the river bank in the Gariep River Hospitality Corridor up to, and including, the Gordonia Resort (refer to Figure 20). The North Bank project comprises two components, namely:

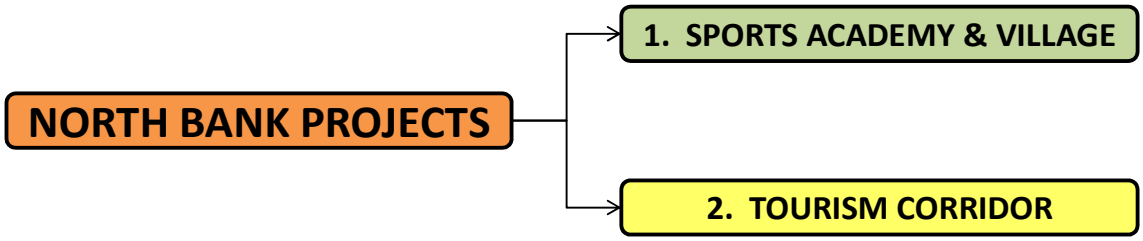


Figure 21: North Bank Tourism node projects.

The primary objectives of this project and the associated plans are to:

a) Serve as a basis for initiating coherent and appropriate development of the defined site.

b) Promote and facilitate the sustainable development and use of public facilities (i.e. the Gordonia Resort).

c) Unlock the potential of the Gariep River as a primary tourism resource and comparative economic advantage.

d) Create opportunities for community members to become involved in economic activities in terms of government policy and objectives.

e) Create a partnership between the municipality, the affected local communities, and tourism stakeholders for the promotion, planning and management of the small business sector with specific reference to the following:

 (i) Effective integration of tourism with LED.

 (ii) Creation of incentives to promote tourism at the local level.

 (iii) Serving as a reference framework for the sustainable development and use of the tourism resources of //Khara Hais.

13.1.1.1 SPORTS ACADEMY AND LIFESTYLE VILLAGE

This development is to be undertaken on the site of the existing Gordonia Resort. The proposed node and its envisaged long-term use build upon the following:

a) Drawing people to Upington on a continuous basis.
b) Integration and linking the Orange River with Upington CBD.
c) Promoting the node as a primary local and regional sports destination.
d) Promoting sports tourism.
e) Providing the local youth with sports-related employment opportunities.
f) Creating additional employment during both the construction phases and the on-going operational phases of the proposed projects.
g) Unlocking the recreational potential vested in the river.
h) Offering professional training in all major sports codes through the proposed academies.
i) Providing a unique sports-related lifestyle village.
j) Creating a locus for community integration.

As illustrated by the figure below the proposed development includes the following:

(i) Administration building / offices.
(ii) Athletes and trainers accommodation.
(iii) Residential lifestyle village.
(iv) Multi-purpose indoor sports / convention centre.
(v) Regional rugby/soccer stadium (intended to replace the Danie Kuys stadium).
(vi) Fields for soccer, cricket, hockey.
(vii) Tennis courts, archery range, swimming pool, canoeing amenities.
(viii) Restaurants / shops.
(ix) Academies for rugby, hockey, soccer, netball, tennis, cricket, athletics.



Figure 22: Concept plan for the sports academy and lifestyle village (DMP 2009[16])

13.1.1.2 NORTH BANK TOURISM CORRIDOR

The proposed node and its envisaged long-term use build upon the following:

a) Unlocking the potential of the river as a primary comparative economic advantage through an appropriate waterfront development.

b) Providing an integrated tourism destination offering restaurants, tourist shops, jetties, boardwalks.

c) Facilitating river-related recreational opportunities in accordance with the Tourism Opportunity Spectrum.

d) Providing a dedicated conference centre together with suitable accommodation that would supplement the existing conference amenities

[16] Dennis Moss Partnership 2009. //Khara Hais SDF Urban Renewal Projects. Draft Report prepared for //Khara Hais Municipality.

e) Promoting the long-term status of the existing museum site as a primary tourist attraction.

f) Drawing people local, national and international to Upington on a continuous basis.

g) Integration and linking the Orange River with Upington CBD.

h) Creating additional employment during both the construction phases and the on-going operational phases of the proposed projects.

The figure below illustrates the proposed North Bank Tourism Corridor.



Figure 23: Concept plan for the North Bank Tourism Corridor (DMP 2009).

The components of the proposed development include the following:

(i) Restaurant.

(ii) Tourism and commercial building.

(iii) Existing 'Arkie'.

(iv) Existing picnic facility (to be upgraded).

(v) Accommodation.

(vi) Conference centre.

(vii) Existing historic church building.

13.1.2 MULTI-PURPOSE COMMUNITY NODE

The primary goals and objectives of the multi-purpose community node would be to create the following:

a) Opportunities for community members to become involved in economic activities in terms of government policy and objectives. In accordance with the SDF the multi-purpose community node would help to give practical effect to UNESCO's MaB (*Man and the Biosphere*) program, the intention of which is to promote community well-being.

b) A partnership between the municipality, the affected local communities, and tourism stakeholders for the promotion, planning and management of small business with specific reference to the following:

 (i) Formalisation of small business and the effective integration thereof with LED.

 (ii) Creation of incentives to promote small business at the local level.

 (iii) Creation of meaningful opportunities in small business for all community members.

 (iv) Reconciliation of the First and the Second Economy as contemplated by government.

 (v) Promotion of community integration around mutual enterprises and opportunities.

 (vi) Promotion of general human well-being.

The proposed projects aim to give effect to the key objectives of the SDF and the principles put forward in Volume 2, Section D of the SDF, namely:

- Public land within //Khara Hais is a primary resource with huge latent value and that this value should be unlocked in a sustainable manner to the extent possible.

- Such public land *inter alia* holds the key to achieving the vision, goals and objectives set for //Khara Hais, in particular, as it relates to social integration, eradication of poverty and inequality. The SDF consequently promotes innovative and responsible use of public land either as a tradable asset or as an investment opportunity through public-private-community partnerships.

The multi-purpose community node project comprises two components, namely:

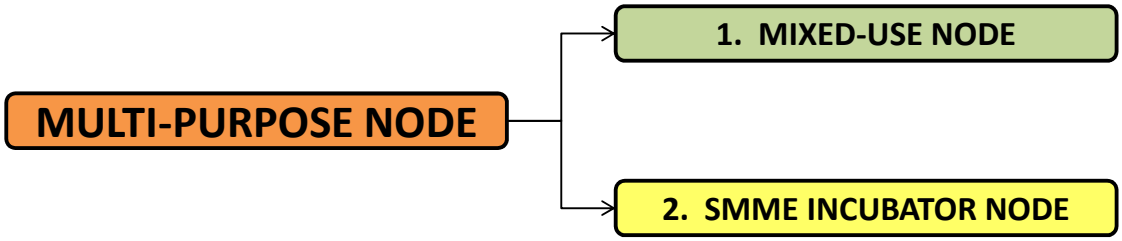


Figure 24: Multi-purpose community node projects.

13.1.2.1 MIXED USE NODE

The proposed node and its envisaged long-term use build upon the following:

a) Providing meaningful opportunities for local communities to become involved in the local economy.

b) Promoting the objectives of LED.

c) Enhancing the development and upliftment of the youth and women.

d) Creating a Thusong Centre (place of gathering) which provides integrated services and information from government to communities.

e) Providing housing for people who do not qualify for subsidies.

f) Strengthening the economic corridor link with the CBD.

g) Creating a hub for community integration.

h) Enhancing the tourism product of Upington.

As illustrated by the figure below the proposed development would include the following:

(i) Thusong centre – administration / communication

(ii) Tourism related activities

(iii) Education / business and economic development

(iv) Community activity

(v) Medium income apartments

(vi) Mixed–use (public-private partnership)

(vii) Public transportation terminus

(viii) Recreation area / retention pond

(ix) Community SMME development

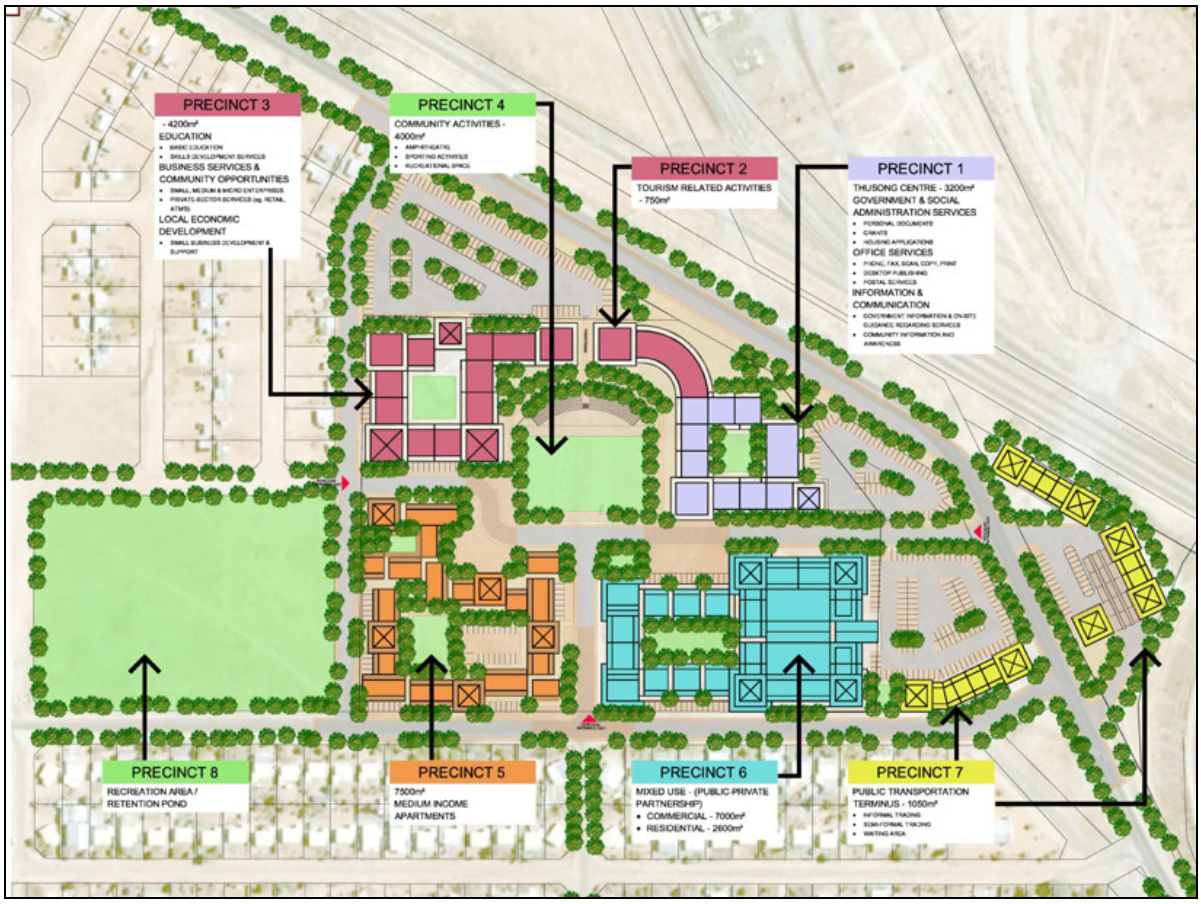


Figure 25: Concept plan for the mixed-use node (DMP 2009).

13.1.2.2 SMME INCUBATOR NODE

The proposed node and its envisaged long-term use will aim to give effect to the following:

a) Opportunities for the establishment of SMMEs.

b) Renting suitable small business premises at subsidised rates.

c) Providing meaningful opportunities for local communities to become involved in the local economy.

d) Promoting the objectives of LED.

As illustrated by the figure below this node will consist of:

(i) Lockable units that will accommodate SMMEs.

(ii) Space for informal trading.

(iii) Attractive community gathering areas.

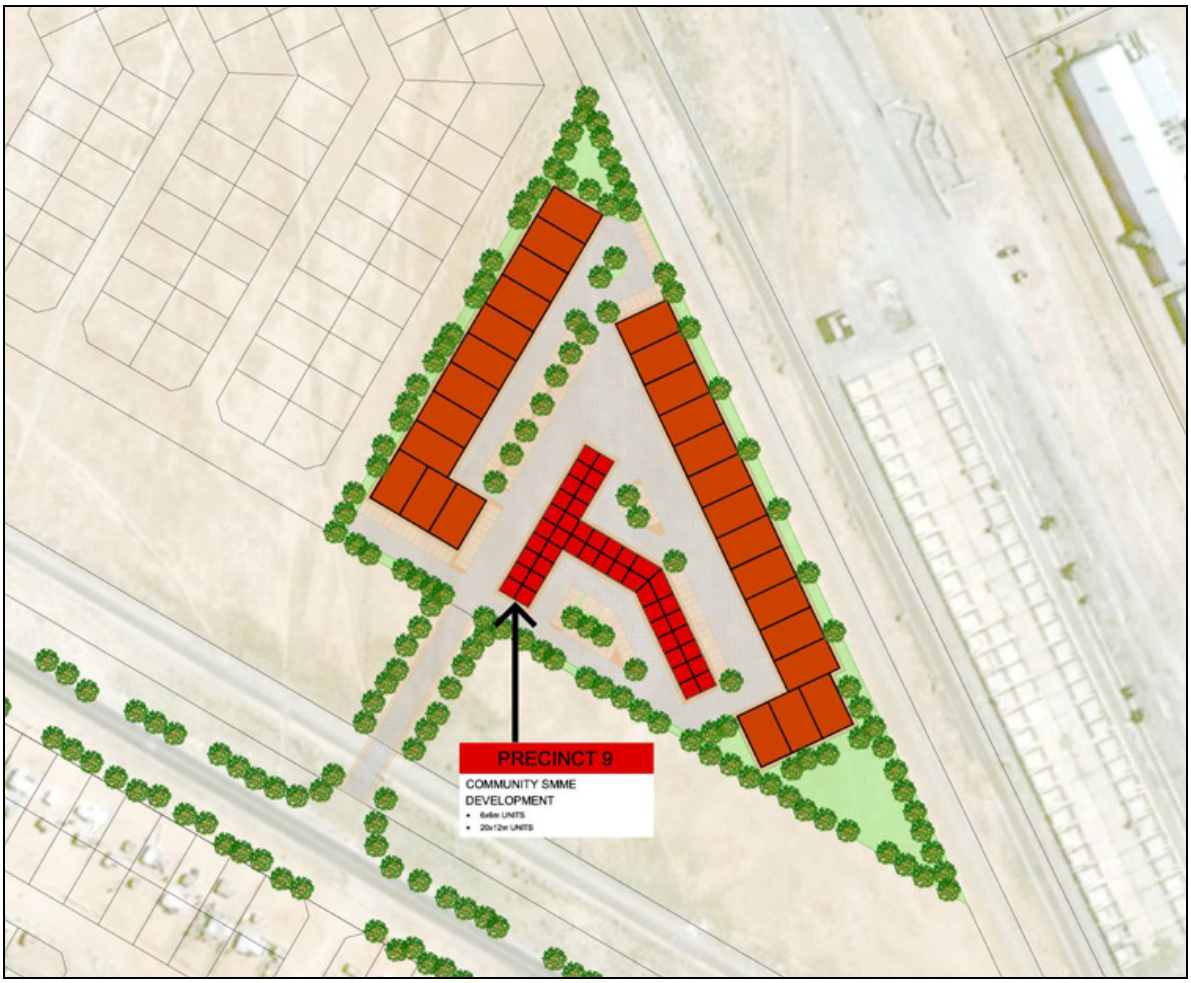


Figure 26: Concept plan for the SMME Incubator Node (DMP 2009).

13.1.3 TAXI MARKET AND SMME NODE

The proposed node and its envisaged long-term use will aim to give effect to the following:

a) Provision of a convenient hub for the taxi industry and associated activities.

b) Creation of a a coherent and practical locus for SMMEs focusing on the local commuters.

c) Creating an attractive landscape and waiting area for local commuters with adequate shelter against the predominant weather conditions.

d) Catering for informal traders currently trading on sidewalks.

e) Providing adequate and accessible ablution facilities for the general public.

f) General upgrading and enhancement of the management of the town centre.

It is envisaged that the development would include the following (refer to the figure below):

(i) Informal Trading

(ii) Waiting Areas

(iii) Taxi Terminals

(iv) Loading Areas

(v) Commercial SMME Development



Figure 27: Concept plan for the taxi market and SMME node (DMP 2009).

13.1.4 TRANSPORTATION

13.1.4.1 AIR TRANSPORTATION

The objective of the tourism sector as it relates to bringing in as many tourists as possible, is at times not consistent with those of the airlines whose objectives are to maximise profit and manage yield. In the interest of the further growth and development of the tourism sector, the following policy measures are proposed:

a) Encourage more open competition.

b) Use the presence of more than one strong national carrier to promote the growth and development of the //Khara Hais tourism sector.

13.1.4.2 GROUND TRANSPORTATION

In further developing the ground transportation sector in //Khara Hais, the following guidelines should apply:

a) Training taxis and other disadvantaged transport operators in order to enhance their services and allow them to play an important role in the tourism sector (refer to the development proposed in Chapter 13.1).

b) Encourage entrepreneurship in the provision of transportation services.

c) Improve standards and quality control among all forms of transportation.

d) Improve the linkages and coordination among different forms of transportation.

e) Expand the range and accessibility of different transportation options to visitors.

13.1.5 INFRASTRUCTURE

The infrastructure for tourism is critically important and wide-ranging. It includes telecommunications, rail and road networks, signage, information centres, convention and conference facilities, etc. The following policy guidelines apply to the provision of infrastructure:

a) Continuously maintain and upgrade existing infrastructure in order to improve accessibility and mobility.

b) Improve the accessibility and infrastructure of rural areas to allow these areas to unlock their tourism potential.

c) Creatively and aggressively utilise modern computer and communications technologies to effectively market, promote and distribute travel and tourism products, services and information domestically and internationally.

d) Facilitate the funding of major tourism infrastructure projects that would have considerable impacts on the development of the //Khara Hais tourism sector (for example, the proposed North Bank Tourism Node and the Multi-Purpose Community Node).

e) Consider the regional tourism potential in the development of major tourism-related infrastructure projects.

f) Review current road signage policy to ensure maximum customer satisfaction.

g) Expand tourism infrastructure as part of a long-term strategy rather than on an ad hoc basis.

h) Work closely with the Departments of Transport, Public Works and Land Affairs in coordinating the provision of tourism infrastructure.

i) Give attention to negative environmental impacts which are associated with the provision of bulk infrastructure for tourism (especially in ecologically sensitive areas).

13.2 ESTABLISHMENT OF A VIABLE ECO-DESTINATION

As was proposed in the SDF, an extensive consolidated nature area and eco-destination is to be established to the north east of Upington in terms of a public-private partnership. The designated area includes Spitskop Nature reserve, the experimental farm, and suitable adjoining land (refer to the figure below).

The area will include a number of appropriate resorts, rest camps and wilderness retreats and will cater for a diversity of authentic nature-related uses, including wildlife-viewing, photographic excursions, ethical hunting, hiking, mountain-biking, etc.

It is suggested that the proposed eco-destination be managed as a Special Management Area (SMA), which is defined as *'an area of excellence and good practice', where the ethos*

of sustainable development is served in practice. It is further described as *a cadastral geographical unit, which is formally recognised and managed as an area where environmental sustainability is promoted in practice and in accordance with international standards for environmental sustainability* (PGWC 2003).

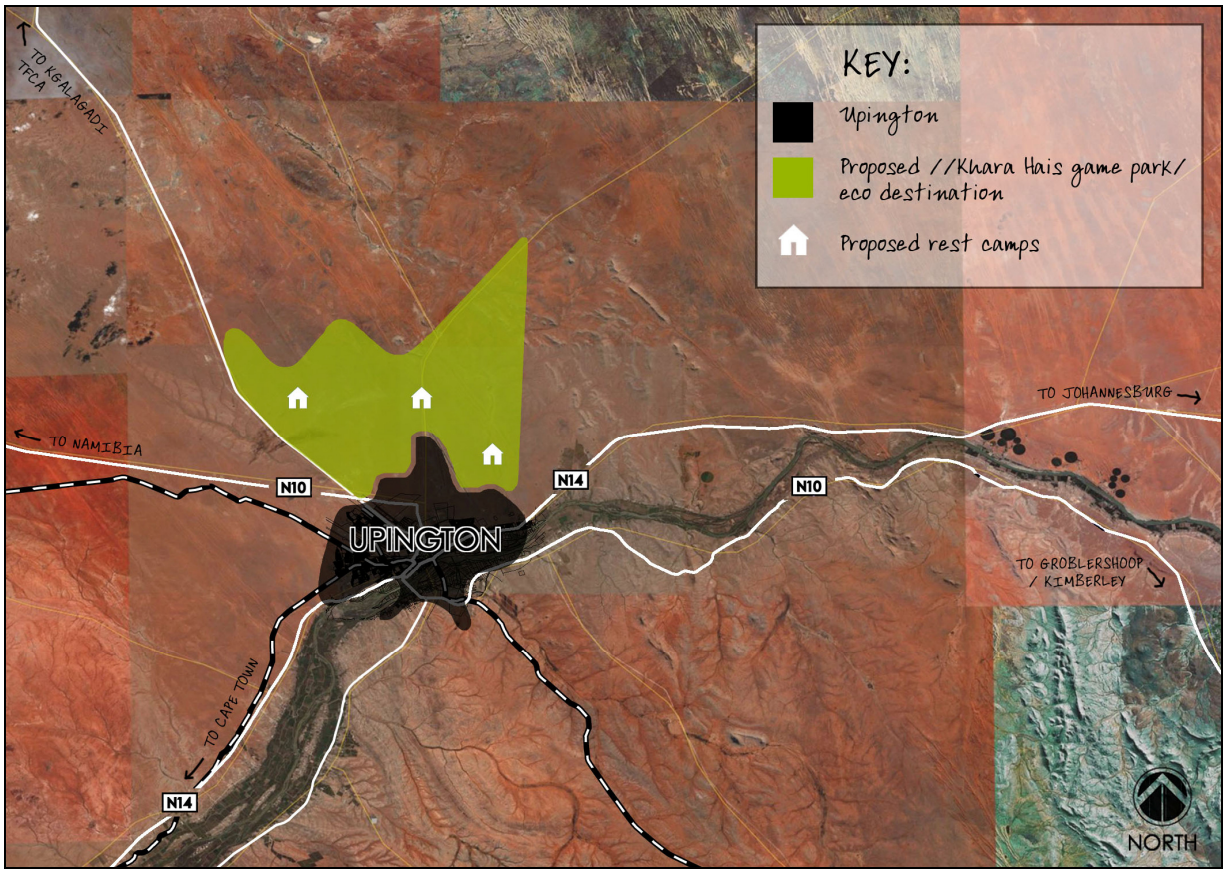


Figure 28: Proposed //Khara Hais Game Park / eco destination.

The key principles that should underpin the proposed SMA are that:

- long-term ownership of the landowners must be ensured;
- current levels of net income must be meaningfully improved upon; and
- value must be added to the SMA as a self-sustaining system, both from an environmental perspective and from an economic perspective.

The rationale behind the SMA is that environmental sustainability requires effective integrated environmental management which, in turn, requires creativity, knowledge, imagination and innovation. This implies that conventional thinking regarding land use planning and management has to be challenged and public-private partnerships will have to

be forged to address the challenges of the future. It is believed that the SMA will be an appropriate implementation mechanism in this regard in that it will provide the opportunity to implement innovative environmental management ideas and concepts under controlled circumstances and without creating negative precedents. There is evidence that the current land uses do not have the potential to ensure long-term compliance with the above requirements and with the objective of economic efficiency advocated by //Khara Hais Municipality in terms of the SDF. The SMA therefore builds on the notion that the health of the system as an integrated economic, social and environmental entity should be restored to the extent possible and managed in terms of international best practice in order to ensure the long-term sustainability of the environment and its uses. In this regard, the SMA builds on the recognition that strategies for managing whole landscapes, not just strict reserves, are required to reach conservation goals.

In order to facilitate the establishment, implementation and management of the proposed SMA an appropriate organisational structure is to be established. This structure should consist of an overarching governing entity and a management entity for each of the programs through which the SMA are to be implemented and managed.

From a funding perspective, the overarching goal of the SMA is to create a self-sustaining economic system that builds on the optimum sustainable use of the available resources (including land, game, biodiversity products, recreational opportunities, etc.). The SMA will need a significant economic capital investment to 'kick-start' its implementation and ensure its long-term viability. Funding will be provided through a trust fund to be supported by land uses in the SMA and by external sources. Management is to be undertaken in terms of a best-practice environmental management plan.

It is suggested that the proposed SMA be based upon the model provided by the Nuwejaars Wetland SMA near Bredasdorp in the Western Cape which was initiated by the relevant private land owners[17].

[17] The Nuwejaars Wetland SMA is formally supported by DBSA, the Provincial Government of the Western Cape, Department of Agriculture, SANBI, SANParks and CapeNature. The SMA recently received a grant of

13.3 ROUTE DEVELOPMENT

The identification and development of routes in accordance with the TOS described in Chapter 11.2 is an important strategy in the management of tourism in //Khara Hais. This is a function of the //Khara Hais Tourism Forum. Attached under **Annexure 2** is a broad-based tourist route plan. This plan is subject to change as a result of the inclusion of additional tourist attractions.

Route development in //Khara Hais is based upon the notion that the identification and marketing of routes is common practice in tourism destinations worldwide. It is furthermore premised on the idea that a group of products providing a collective experience is more attractive than the individual components. Routes guide travelers along carefully constructed experiences creating a sense of 'journeying' rather than merely traveling. Tourists do not necessarily take the shortest and quickest route, but rather tend to balance the 'effort of getting there' with the quality of the experience and safety. It is believed that proper planning and promotion of routes can influence (and change) tourist travel patterns.

Routes also have an important developmental role in that they could encourage the creation of new facilities 'along the way' and assist in braking polarized patterns of supply. The objective is to get tourists to stay longer in //Khara Hais. In this regard, routes have a three-fold function, namely:

- Enabling construction of a critical mass of tourist product.
- Introducing tourists to a broader experience of //Khara Hais.
- Creating economic opportunities in all areas of population.

A key function of the tourist routes, which has not been utilized in //Khara Hais, is to open up the rural villages of //Khara Hais and distribute tourists into such areas. The increased flow of people will create opportunities to involve local communities in offering products and services suited to the character of the route.

€2 million from the United Nations Development Program, the first ever grant of this nature and magnitude for any integrated private land management entity of this type.

Products such as rural accommodation, craft outlets, walking tours of villages and field guiding have relatively low barriers to entry and often involve existing but under-utilized multiple skills. Such products will lend local flavour, expose tourists to the soul of the rural landscape, and contribute to local economic development. Product development, packaging and realization of regional linkages will enhance opportunities for success.

Meaningful and identifiable opportunities and initiatives do however not exist and should be developed. The challenge is to use the location of products using easily identifiable destination points to direct and focus tourist flows into undiscovered areas. Rather than limiting the scope of the routes to a single product of theme, routes should integrate different products and expose visitors to a diverse experience of //Khara Hais.

14 SECTOR MANAGEMENT

General sectoral management strategies are provided in the chapters below with regard to the following focal areas (refer to Figure 29 below).

14.1 FINANCING TOURISM

14.1.1 FUNDING TOURISM DEVELOPMENT

The availability of finance to develop and promote the tourism sector is critically important for the sector's further growth and development. A number of policy guidelines should guide the increased financial commitment to the development of tourism in //Khara Hais. While the exact nature and extent of these should be properly assessed and evaluated, the following measures should be considered:

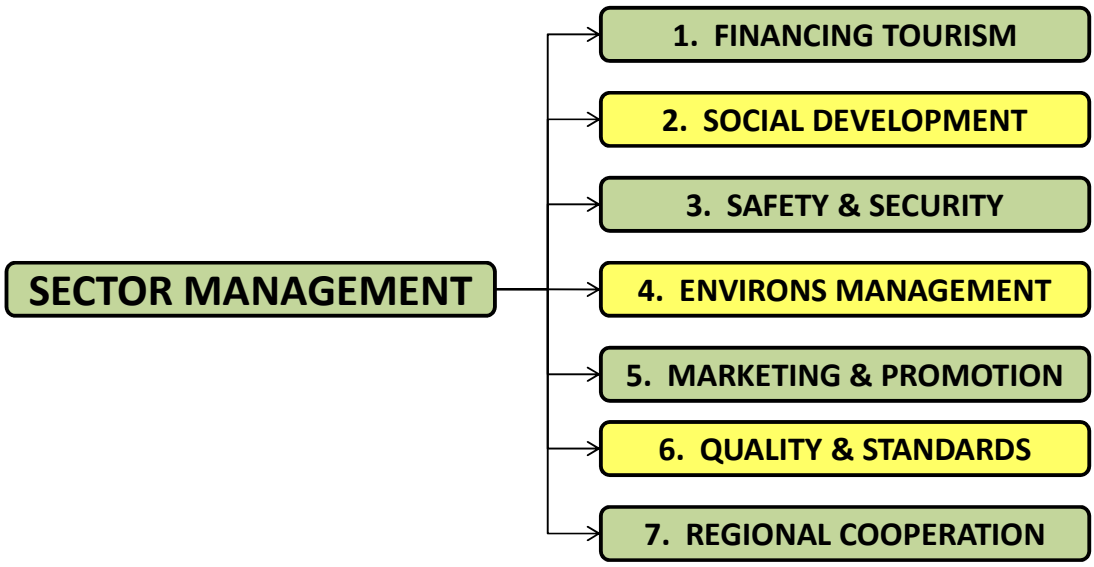


Figure 29: Focal areas for sector management.

a) Consider a large initial capital injection by the municipality to 'kick start' a major tourism development thrust over the next three years. Such contribution should be in accordance with the programs and projects identified in the SDF (refer, for example, to the proposed North Bank Tourism Node and the Multi-Purpose Community Node described in Chapter 13.1).

b) Investigate the broadening of the tourism funding base in a practical and uncomplicated manner and consider a single departure tax.

c) Promote partnerships for the provision of funding between and among municipality, local and international private sectors and donor agencies.

d) Facilitate access to RDP and donor funds for the tourism sector – particularly for the purpose of pump-priming small business, community tourism projects as well as demonstration projects (refer, for example, to the proposed North Bank Tourism Node and the Multi-Purpose Community Node described in Chapter 13.1).

e) Promote active forms of community partnership, especially via joint ventures in which communally owned land forms the basis of equity for community partnerships with the private sector and state conservation agencies.

f) Utilise the potential of the *Sustainable Development Initiative* (SDI) approach promoted in the SDF as a mechanism to unlock funds to initiate community-based tourism.

g) Establish a dedicated tourism development fund (refer to the SDI approach) to provide funds for tourism enterprises and activities not catered for by existing state financing agencies. Such funds should be managed in a transparent fashion and should be subject to regular auditing and scrutiny.

h) Ensure that state funding is accessible to the wider business community, emerging entrepreneurs, micro enterprises, sole traders and the informal sector.

i) Consider creating a subsidised financing facility to accommodate the entry of the previously neglected into the tourism sector.

j) Ensure that technical assistance is provided to potential entrepreneurs, utilising as far as possible existing institutions, such as the Ntsika Enterprise Promotion Agency (NEPA).

k) Encourage the reform of property rights to allow previously neglected groups to obtain collateral to facilitate loan acquisition (e.g. through the SDI approach).

l) Disburse tourism funds through dedicated tourism windows at existing institutions that could champion lending as well as provide specific tourism technical support to potential entrepreneurs. Such existing institutions include the Industrial Development Corporation, the Development Bank of Southern Africa, Khula, the Independent Development Trust, the Small Business Development Corporation, the Kagiso Trust, the provincial Development Corporations, commercial banks, community-based organisations and others.

14.1.2 FOREIGN INVESTMENT

The municipality recognises the importance of attracting foreign investment in order to achieve the growth and development objectives of the tourism sector. Foreign investment will increase competition and improve standards as well as create employment and facilitate economic growth. The municipality should establish a climate of political stability, economic growth and profitability, and provide transparent, stable and consistent policies to attract foreign investment. The municipality should encourage foreign investments that meet the following criteria:

a) Investors and companies that will develop, promote and implement responsible tourism.

b) Investors that invest in rural communities and less developed geographic areas.

c) Investors that develop products that help to diversify the tourism product e.g. ecotourism, heritage tourism, etc.

d) Investments that will result in the transfer of skills and technology to locals.

e) Joint ventures with local partners and local communities.

f) Attracting investors who have a proven track record in the tourism sector.

Foreign investment will not be encouraged in small, micro-enterprises or the ancillary services sector which are clearly within the reach of the local entrepreneurs and businesses. Concessions offered to investors, such as franchise arrangements and package tour arrangements should ensure that substantial leakages do not occur and acceptable social standards apply.

14.2 SOCIAL DEVELOPMENT

14.2.1 EDUCATION AND TRAINING

While the tourism sector has tremendous potential to create jobs, the sector recognises that appropriate skills and experience are necessary to facilitate employment growth as well as international competitiveness. With the projected staffing needs of the tourism sector and the current lack of physical and financial capacity to deliver education and training, the sector will increasingly be faced by a critical shortage of skills. Tourism education and training is one of the fundamental pillars of the development of a new responsible tourism in //Khara Hais. The main principles governing the approach to education and training are as follows:

a) Promote the involvement of the private sector and private sector institutions in the provision of education and training.

b) Encourage the tourism private sector to increase its commitment to training.

c) Encourage capacity building among all community members and address the specific needs of small, micro and medium-sized businesses (SMMEs) and emerging entrepreneurs.

d) Make training more accessible to all community members.

e) Promote tourism awareness at all levels of society.

f) Develop and invest in an education system that will lead to self-sufficiency and reduce reliance on imported skills.

g) Encourage the local media and NGOs to become partners in the tourism education and awareness process in //Khara Hais.

h) Support the provision of introductory/bridging courses to facilitate entry into the sector by all community members.

i) Develop appropriate skills programs at the introductory level as well as more specialist shorter courses for accreditation (e.g. tour guide training for a specific activity).

j) Create a tourism education and training system with a view to strengthening institutional capability and efficiency in delivering the quality and quantity of appropriate education and training required.

k) Ensure the establishment of a tourism education and training data base to facilitate planning, development and co-ordination of training activities as well as carry out needs assessment for the sector.

14.2.2 YOUTH DEVELOPMENT

Implementation programs in this regard should include the following:

a) Providing opportunities and access to sports training and development (refer to the development proposed in Chapter 13.1).

b) Providing opportunities and access to educational and mentorship opportunities (refer to the multi-purpose community centre and Thusong centre proposed in Chapter 13.1).

c) Creation of in-service training opportunities in the tourism sector to expose youths at an early age to the travel and tourism sector. This could include, for example, internships at hotels and restaurants, tour guides, trackers, and hospitality ambassadors at airports, points of interest and tourist attractions.

d) Commitment on the part of the tourism sector to provide career guidance.

e) Expansion of range and scope of education and training opportunities.

f) Supporting and promoting capacity building programs for youth involvement in the tourism sector, particularly in areas such as sport (refer to the development proposed in Chapter 13.1).

14.3 SAFETY AND SECURITY

The municipality and the tourism sector as a whole is committed to ensuring the safety and security of all tourists. The following policy guidelines shall apply:

a) Undertake both short and long term actions and strategies to reduce crime and violence on tourists in collaboration with relevant organisations such as the SA Police Service.

b) Provide adequate information to visitors that will help to improve their safety and security.

c) Ensure cooperation among stakeholders to work together to ensure the safety and security of all tourists.

d) Undertake dedicated research regarding tourism security trends and monitor the effectiveness of safety and security measures.

14.4 ENVIRONMENTAL MANAGEMENT

14.4.1 NATURAL RESOURCES

A well-managed tourism sector has the potential to ameliorate, rather than exacerbate, the environmental challenges of //Khara Hais. As described in the SDF, to achieve this, a number of actions are necessary. Specific principles and policy guidelines for environmental management as it relates to the tourism sector are as follows:

a) Sustainable and responsible tourism development should be promoted and encouraged, *inter alia* by means of incentives to private enterprises and communities.

b) Impose mandatory Integrated Environmental Management (IEM) procedures for all new tourism projects.

c) All development is to be undertaken in accordance with the principles of bioregional planning and, more specifically, the concept of critical regionalism as explained in the //Khara Hais SDF.

d) Encourage ongoing social and environmental audits of tourism projects conducted in an inexpensive, rapid and participatory way.

e) Encourage tourism development in areas where tourism offers a competitive form of land-use and ensure that tourism is integrated into land-use plans for such areas.

f) Encourage the creation of successful pilot tourism programs which demonstrate, in tangible ways, the benefits that ecologically sensitive tourism schemes can have over other, more damaging forms of land use.

g) Promote sustainable and responsible consumption of water and energy in tourism institutions, using readily available technology and encouraging sustainable waste disposal, green packaging and recycling.

h) Support mandatory environmental management practices in ecologically sensitive areas such as the Gariep River, etc.

14.4.2 CULTURAL RESOURCES

As stated previously //Khara Hais has a unique cultural diversity which is a potential unique selling point. The cultural environment includes much more than the museum and unique archaeological sites. It also includes mission settlements, urban space used for ritual purposes, rock formations and natural landscapes which have national and international cultural significance.

The municipality and the tourism sector as a whole is committed to the effective management and conservation of the cultural resources of //Khara Hais. The following guidelines apply:

a) Ensure that tourism takes note of cultural heritage resources within specific communities and environments.

b) Cultural resources should be managed for the benefit of all interested parties within the communities.

c) Access to management of cultural resources should be as broad as possible within specific communities and should promote cooperation between all affected parties.

d) Land use planning and development projects for tourism should include effective protection and sustainable utilisation of cultural resources.

14.5 MARKETING AND PROMOTION

An important success factor in the development of tourism in //Khara Hais is effective and creative marketing and product promotion.

With tourism being a provincial responsibility, there is currently a danger of diluting the marketing and promotional efforts with the consequent waste of valuable resources. To be performed effectively, the marketing and promotion of //Khara Hais as a tourist destination requires a coordinated and structured local approach.

Marketing and promotion strategies for //Khara Hais should be developed jointly with the adjoining local municipalities and, in particular, with the Siyanda District Municipality. The following policies and initiatives apply:

a) Adopt a consumer sensitive pricing strategy, thereby ensuring that value for money becomes a major draw card and that favourable exchange rates are applied to the advantage of the overseas consumer.

b) In addition to focusing on the domestic market, continued emphasis should be placed on other key generating markets such as international business travellers, the conference and incentive travel market, and the market associated with car-testing.

c) Marketing and promotion should focus not only on the well-established sites, but should also emphasise new and emerging products and attractions.

d) Cooperative advertising and promotion opportunities should be pursued.

e) More resources should be devoted to the marketing and promotion of tourism, particularly overseas tourism where per capita expenditure is greatest.

f) Actively develop new markets and exploit new market niches (honeymoon, hiking, mountain-biking, back packers, river-related experiences).

g) Make regional information more widely available through the development of a generic brochure, familiarisation trips among adjoining municipalities.

h) Facilitate the provision of facilities (including transportation) that would encourage domestic travel.

i) As part of the marketing and promotion efforts, emphasis should be placed on developing and improving the tourism product.

14.5.1 PRODUCT-LED VERSUS DEMAND-DRIVEN

As was stated previously, the TOS concept implies 'product-led' tourism, which entails developing forms of tourism that are most compatible with the environment and society, and targeting those markets that are consistent with the product. Such approach may result in fewer tourists, but not necessarily smaller financial return ('market-led' tourism, on the other hand, is tourism that attracts a broad market regardless of its impact on the receiving environment).

Key requirements for sustainable 'product-led' tourism include the following:

- Provision of high-quality and authentic tourism 'products'.
- Effective educational programs that promote an understanding of the tourism products with both the tourists and the local communities.
- Effective marketing of the tourism products with the purpose of attracting specific types of tourists.
- Appropriate management of the tourism resources in order to ensure their sustainability.

14.5.2 THE NOTION OF 'IMAGE'

The notion of 'image' and the manner in which images of attractions, cultures, and destinations are used in advertising and promotion is an important element of sustainable tourism. A most important requirement in this regard, is to ensure that the available tourism experiences are as authentic as possible.

Both the nature of the destination's image, and the manner in which it is created, are of utmost importance because the appeal of tourist attractions arises largely from the image conjured up, partly from direct or indirect experiences and partly from external sources and influences (Hunt, 1975)[18].

Mental images are the basis for the evaluation and selection of an individual's choice of destination. Each individual has a preferential image of the ideal holiday. This image conditions the individual's expectations and sets an aspiration level or evaluative image against which actual destination alternatives are compared (Murphy, 1985)[19].

In the latter regard, it is imperative to note that no singular place has the 'image' or potential to satisfy the entire tourism market. It is therefore imperative to identify the authentic tourism products of the region and promote and market these in a manner that attracts the type of tourist that would be appreciative of the available tourism products.

Of fundamental importance in this regard is to establish an appropriate 'image' for //Khara Hais, which encapsulates its key environmental, cultural and social characteristics and unique place-specific qualities. The Green Kalahari concept, together with the unique attributes listed in Section B, provide the ideal basis for creating and promoting an appropriate 'image'.

14.5.3 IMPLEMENTING THE 'GATEWAY' CONCEPT

//Khara Hais is in many respects the 'gateway' to the Green Kalahari. In terms of the gateway concept any larger tourism destination should have a 'staging area'. *Staging areas, inter alia, provide tourist facilities and services for overnight stays of tourists wanting to visit specific destinations in close proximity, or could be a destination in own right. Such staging areas often contain various attractions or can be developed into an attractive tourist*

[18] Hunt, J.D. 1975. *Image as a factor in tourist development.* Journal of Travel Research, 13(3).
[19] Murphy, P.E. 1985. *Tourism: a community approach*. Methuen, New York.

destination in own right, providing tourism employment and income to local residents (World Tourism Organisation, 1994)[20].

//Khara Hais can rightfully lay claim to the status of both a 'gateway' and a 'staging area' for the remainder of the Green Kalahari. It is suggested that this be adopted as a primary branding and marketing label that will give //Khara Hais a distinct image and status within the bigger Green Kalahari Region.

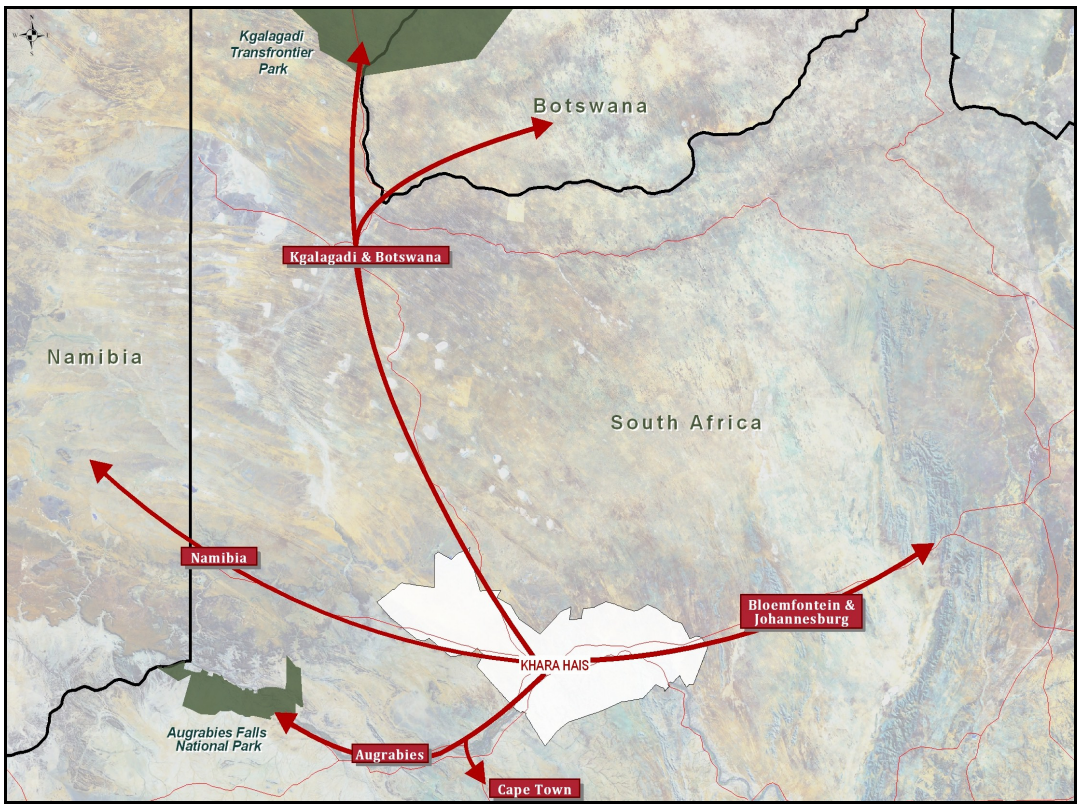


Figure 30: //Khara Hais and Upington as a 'gateway' and 'staging area' for the Green Kalahari.

14.6 PRODUCT QUALITY AND STANDARDS

//Khara Hais is committed to ensuring and maintaining high standards of service and facilities. The following policy guidelines apply:

a) Promote the development and implementation of quality tourism standards in a consultative manner.

[20] World Tourism Organisation, 1994. *National and Regional Tourism Planning. Methodologies and case studies.* Routledge. New York.

b) Apply standards to all tourism activities and do not limit it to the hospitality fraternity only.

c) Review and reform the existing structure and system of standards and grading to make it more effective and equitable in application.

d) Ensure that standards and their related costs do not act as barriers to entry of all community members.

e) Encourage all establishments, particularly smaller establishments and previously neglected entrepreneurs, to upgrade their standards of service.

14.7 REGIONAL COOPERATION

In terms of the bioregional planning approach promoted by the municipality through its SDF, it is recognised that each land unit (e.g. //Khara Hais Municipality) has *intrinsic, instrumental* and *systemic* values (refer to Volume 2; Chapter 3 of the SDF) that are directly related to the well-being of the habitant natural and human communities. The unique ecological, cultural, social and economical characteristics and components of each unit co-exist and function in an integrated, and often complex, manner. For individual land units to be optimally effective in terms of their community-supporting functions, it is of paramount importance that this symbiosis of bioregional characteristics and functions be maintained. In this regard, it is imperative that no land unit (e.g. a local municipality) be managed as an island in isolation from its surroundings. Each such unit is an important part of the broader region (e.g. Siyanda District Municipality and the broader Green Kalahari) within which it is situated, and the mutual relationships and linkages between adjacent units must be understood and applied when delimiting and managing these units.

From a bioregional perspective, one of the greatest singular problems experienced world-wide in regional planning and management is the historic mismatches between administrative, bio-physical and topographical boundaries, which form the parameters of the places people call ‘home’. The symbiotic relationship between socio-economic development, administrative and fiscal factors in general, and the environmental characteristics of an area are of particular importance to its management.

Cooperation between //Khara Hais and the Siyanda District Municipality should be actively encouraged. Key areas of cooperation include:

a) Appropriate integrated tourism planning in accordance with a bioregional planning approach.

b) Environmental conservation and the development of related products such as trans-border protected areas.

c) Regional education and training.

d) Cooperation between all municipalities in the Green Kalahari.

15 THE KEY PLAYERS AND THEIR ROLES

Responsible tourism, as proposed for //Khara Hais can be defined as a private sector-driven, local government-supported, community-wide, and participatory effort to unlock and utilise the benefits vested in the tourism-related comparative economic advantages of the area. This requires the integration of planning and actions across economic, social and environmental spheres and close collaboration amongst all stakeholders.

Such stakeholders should cover the entire spectrum of public and private interests and functions. The stakeholders that have an impact on tourism in //Khara Hais are listed in the figure and described in the chapters below.

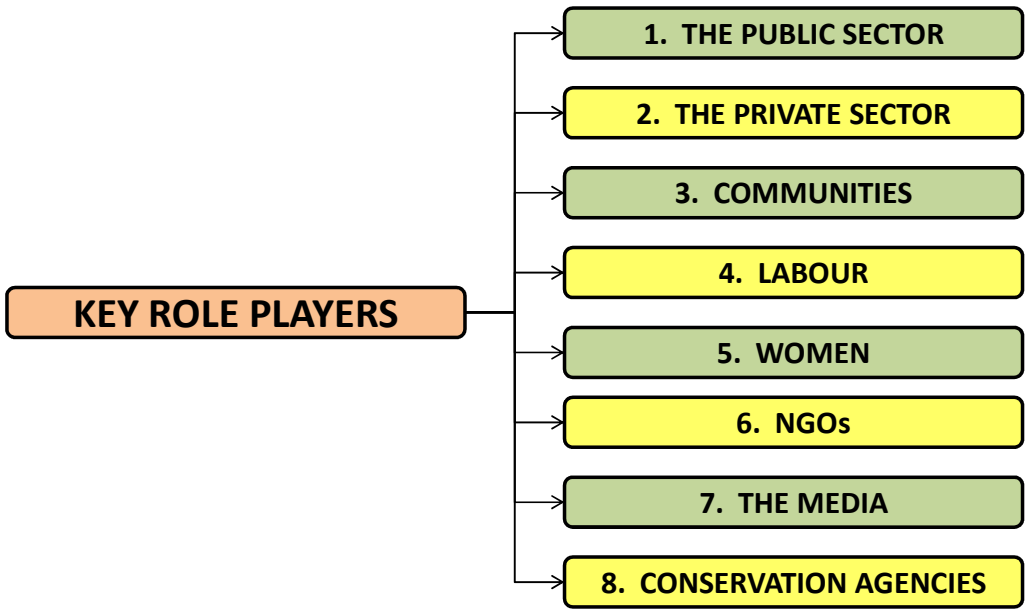


Figure 31: Key role players in //Khara Hais tourism.

15.1 THE PUBLIC SECTOR

The municipality, together with the tourism management entity, will fulfil the following roles in the development and promotion of the tourism sector:

- Facilitation and implementation
- Coordination
- Planning and policy-making
- Regulation and monitoring
- Development promotion

Specific functions of the municipality include the following:

a) Responsible land-use planning, urban and rural development (refer, for example, to the preparation of //Khara Hais SDF).

b) Control over land-use and land allocation in accordance with the SDF.

c) Provision and maintenance of tourist services, sites and attractions, e.g. camping and caravan sites, recreational facilities (parks, historical buildings, sports facilities, theatres, museums, etc.) and public services.

d) Provision of road signs in accordance with nationally established guidelines.

e) Marketing and promoting specific local attractions and disseminate information in this regard.

f) Controlling public health and safety.

g) Facilitating the participation of local communities in the tourism sector.

h) Maintaining strategic site, e.g. ports and airports.

i) Providing adequate parking, also for taxis.

j) Facilitating the establishment of appropriate public transportation services, e.g. taxi services (refer to the proposed new taxi rank and associated community facilities).

k) Promoting and financially supporting the establishment of local publicity associations/community tourism and marketing organisations to facilitate, market, coordinate and administer tourism initiatives.

15.2 THE PRIVATE SECTOR

The private sector has and will continue to play a critically important role in the further development and promotion of tourism. The private sector bears the major risks of tourism investment as well as a large part of the responsibility for satisfying the visitor. The delivery of quality tourism services and providing the customer with value for money are largely private sector responsibilities. Furthermore, the private sector is in a position to promote the involvement of local communities in tourism ventures by, *inter alia*, establishing partnership tourism ventures with communities.

Specific private sector functions include:

a) Investment in the product development.

b) Operate and manage tourism enterprises efficiently and profitably.

c) Advertise and promote individual tourism services as part of a collective destination and product.

d) Continuously upgrade the skills of the workforce by providing training and retraining.

e) Satisfy customer needs by providing quality products and services.

f) Develop and promote socially and environmentally responsible tourism.

g) Ensure the safety, security and health of visitors in collaboration with the relevant institutions and private sector members.

h) Collaborate with the municipality and other public institutions in planning, promoting and marketing of tourism.

i) Involve all willing community members in the tourism sector through establishing partnership ventures with communities, out-sourcing, purchasing of goods and services from communities (e.g. agricultural supplies, entertainment, laundry services, etc.).

j) Enable all willing community members to benefit from tourism development.

k) Operate according to appropriate standards

l) Represent the interests of private business on the boards of the regional and provincial tourism bodies.

15.3 COMMUNITIES

Communities are expected to play a vital role in the development of tourism. Many community members, particularly those in rural areas, have not been able to actively participate in the tourism sector. However, they may possess significant potential to participate in and contribute towards the tourism sector. The role of communities in tourism therefore includes the following:

a) Organising themselves to play a more effective role in the tourism sector and interact with municipality and role players at all levels.
b) Identifying potential tourism resources and attractions within the communities.
c) Exploiting opportunities for tourism training and awareness, finance and incentives for tourism development.
d) Seeking partnership opportunities with the established tourism private sector.
e) Supporting and promoting responsible tourism and sustainable development.
f) Opposing developments that are harmful to the local environment and culture of the community.
g) Participating in decision-making with respect to major tourism developments planned or proposed for the area.
h) Enhancing the positive benefits of tourism and minimise the negative impacts.
i) Organising themselves to maximise the sharing of information and experiences, possibly facilitated through financial assistance by local municipality.
j) Ensuring a representative voice in all tourism structures.
k) Sensitising the private sector, tourism parastatals, environmental agencies and NGOs to the importance of communities' involvement in tourism development.
l) Actively participating in and promoting responsible tourism.

15.4 LABOUR

Labour has a critically important role to play in improving the quality, productivity and competitiveness of the tourism sector. While it is often believed that the key to quality is the physical features of the tourism product, it is often the quality of the experience delivered by the labour force that determines the true quality of the tourism experience.

At the same time, the worker is often taken for granted. The result is that rooms and equipment, walls and furniture are regularly upgraded but the skills of employees are rarely refurbished. In particular many front-line employees - the first and often the most frequent point of contact for visitors - are often not adequately trained or prepared for the job at hand. In the tourism sector, as indeed other industries, labour is far more than just a production cost. It holds the key to quality.

The role of labour in the tourism sector includes the following:

a) Providing services in a responsible manner.

b) Continuously upgrading skills and taking advantage of all available training opportunities provided by the sector.

c) Delivering quality services to the tourism sector.

d) Negotiating for reasonable wage, working hours, working conditions (including transportation) job security and remuneration based on qualifications, experience and merits, and in general ensuring working conditions that are amenable to best productivity.

e) Ensuring equitable pay and working conditions as well as special conditions for female employees.

f) Supporting the growth of the sector and the creation of more job opportunities in the process.

g) In partnership with the business sector, be flexible and responsive to the changing needs of the customer.

h) Participate fully in the tourism sector, not only in the supply of labour but also as tourists and shareholders in their own municipality.

15.5 WOMEN

Women have a particularly important role to play in the development of responsible tourism. The employment of women can be a fundamental determinant of the development impacts of the tourism sector.

The potential employment impact of the tourism sector on both men and women will considerably improve family life. The special roles that women can play in tourism in //Khara Hais include the following:

a) As teachers, mothers and mentors, generate awareness of the potential of tourism to stimulate community growth and development.

b) Actively assist in shaping a responsible tourism sector in //Khara Hais as policy-makers, entrepreneurs, entertainers, travel agents, tour guides, restaurateurs, workers, managers, guests house operators and other leading roles in the tourism business environment.

c) Organise themselves and lead the implementation of community projects that will have positive environmental, social and economic impacts.

d) Ensure equality in the conditions of employment of women. Too often, women are seen as a 'cheap' alternative to employing men, with no security of tenure, maternity leave or investment in career development.

e) Secure the provision of craft training and other opportunities to expand the skills base of women.

15.6 NGOs

NGOs, particularly environmental and community-based ones, are expected to play a vital role in the development of responsible tourism practices, including the following:

a) Contributing to the development of policies and plans for the tourism sector.

b) Assisting in developing a standard for responsible tourism.

c) Assisting in implementing, monitoring and evaluating responsible tourism.

d) Attracting funding from donor agencies to develop specific community-based tourism projects.

e) Assisting communities and community groups in organising and preparing themselves for responsible tourism and implementation of tourism projects.

f) Assisting in conducting tourism and environmental awareness programs among communities and the tourism sector at large.

g) Liaising between the private sector and communities to generate more community involvement in the tourism sector and stronger private sector commitment.

h) Delivering education, training and bridging courses to local communities.

15.7 THE MEDIA

Areas of participation and involvement by the local media in developing tourism include:

a) Communicating tourism awareness to the population at large.

b) Press coverage and special campaigns to promote responsible tourism initiatives.

c) Promotion of domestic tourism through familiarisation trips and press reports on different destinations.

d) Cooperate with the tourism organisation in marketing the area to the domestic market.

e) Provide an important link to the national public relations efforts in overseas markets.

15.8 CONSERVATION AGENCIES

//Khara Hais is located in the Green Kalahari Region in which there are two important conservation areas, namely Kgalagadi Transfrontier Park and the Augrabies Falls National Park. As stated previously //Khara Hais is the 'portal' to these destinations. The conservation agencies play an important role in developing and managing these areas as part of the Green Kalahari tourism product. In this regard, their roles are as follows:

a) Ensuring the protection of biological diversity in the protected areas and other areas which contribute to nature conservation and tourism.

b) Integrating areas under their control into the tourism resource base by providing controlled access to and use of protected areas to the public and commercial tourism operators.

c) Promoting the diversity of tourism experiences offered within and adjacent to protected areas.

d) Offering a range of tourism experiences to all.

e) Where appropriate, facilitating and supporting the establishment of partnership tourism ventures with communities and private businesses adjacent to protected areas.

f) Providing opportunities for local entrepreneurs to integrate their operations with tourism activities inside protected areas.

g) Assisting tourism authorities in the conduct of environmental tourism awareness programs.

h) Contributing to the development of policies and plans for the tourism sector.

16 ORGANISATIONAL STRUCTURE

As described in Chapter 5 organised tourism in //Khara Hais is currently managed by the //Khara Hais Tourism Forum which consists of the key role-players in the sector, namely:

a) Tourism entrepreneurs including the Upington Guest House Association (UGHA).

b) //Khara Hais Municipality.

c) Northern Cape Chamber of Commerce and Industry (NOCCI).

d) Department of Tourism, Environment and Conservation of the Northern Cape.

The forum is funded through resources provided by its members and its focus is to facilitate efficient management of organised tourism in Upington and environs.

Efforts have been made by the //Khara Hais Tourism Forum to extend its membership and representivity. However, as is often the situation with forums of this nature, the membership of the //Khara Hais Tourism Forum, over time, limited itself to those institutions that have a direct interest in the tourism sector in Upington and which have responded to the forum's invitation to participate.

It is suggested that efforts be continued to extend the membership and representivity of the existing forum with stakeholders and local economic sectors that have a vested interest in tourism. The figure below illustrates the suggested organisational structure for the //Khara Hais Tourism Forum.

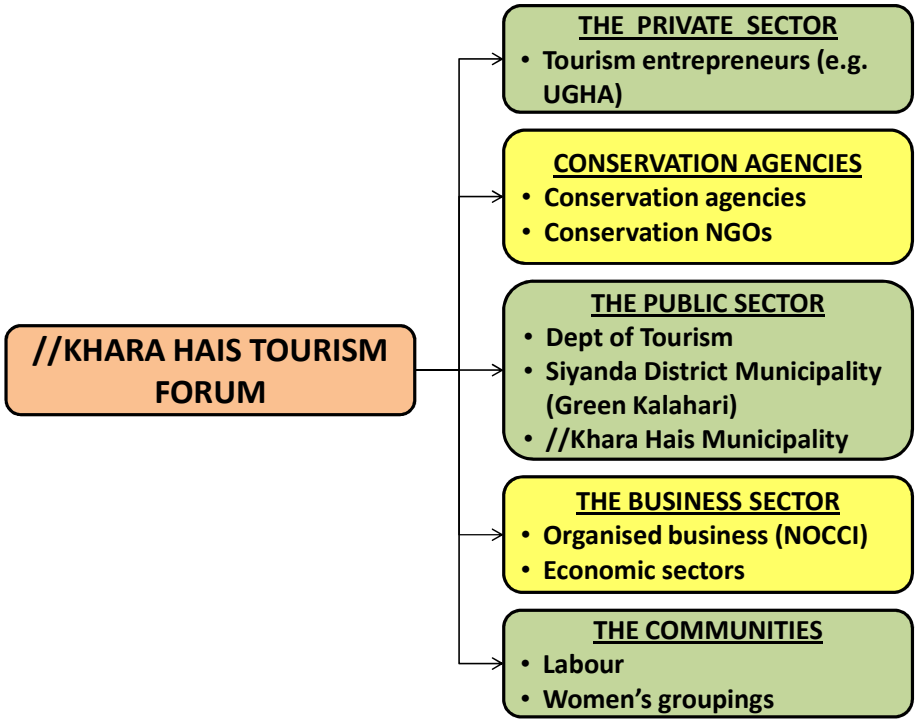


Figure 32: Suggested organisational structure for the //Khara Hais Tourism Forum.

16.1 KEY FUNCTIONS OF THE TOURISM FORUM

The primary functions of the //Khara Hais Tourism Forum include the following:

a) Implementation and management of organised tourism in //Khara Hais.

b) Liaison with similar forums in neighbouring tourist destinations.

c) Marketing and promotion of the tourist sector in accordance with the strategy summarised in Chapter 14.5.

d) Facilitation of tourism development accordance with the TOS, the principles of critical regionalism summarised in Chapter 2.1 and the directives of the //Khara Hais SDF.

e) Facilitation of research, product development, training and other functions in addition to marketing and promotion.

f) Assisting with quality control (maintaining standards) and performance management. Advising entrepreneurs with the preparation of dedicated management plans for individual enterprises and the implementation thereof.

g) Representing the tourism sector in local government and all other forums.

h) Serving as a coordinating framework for the roles and functions of the stakeholders listed in Chapter 15.

The //Khara Hais Tourism Forum is to be funded through:

(i) Levies and financial support from members.

(ii) Scheduled allocations from the municipality.

(iii) Donor grants.

17 MANAGING INDIVIDUAL TOURISM ENTERPRISES

17.1 PREPARATION OF ENTERPRISE MANAGEMENT PLANS

In order to facilitate coherent management of individual tourism enterprises a detailed Enterprise Management Plan (EMP) is to be prepared for each such enterprise. In practical terms, the EMPs will describe, amongst other, the following:

a) Who is to do the work at the enterprise level.

b) How is the work to be undertaken at this level.

c) Targets to be achieved.

d) Mechanisms for measuring performance.

e) Resources required to achieve the set targets.

It is suggested that the EMPs be prepared in accordance with international standards and criteria for environmental management (e.g. ISO14001). The following standard structure is proposed for the preparation of EMPs for all of the above levels of the tourism hierarchy (refer to the figure below).

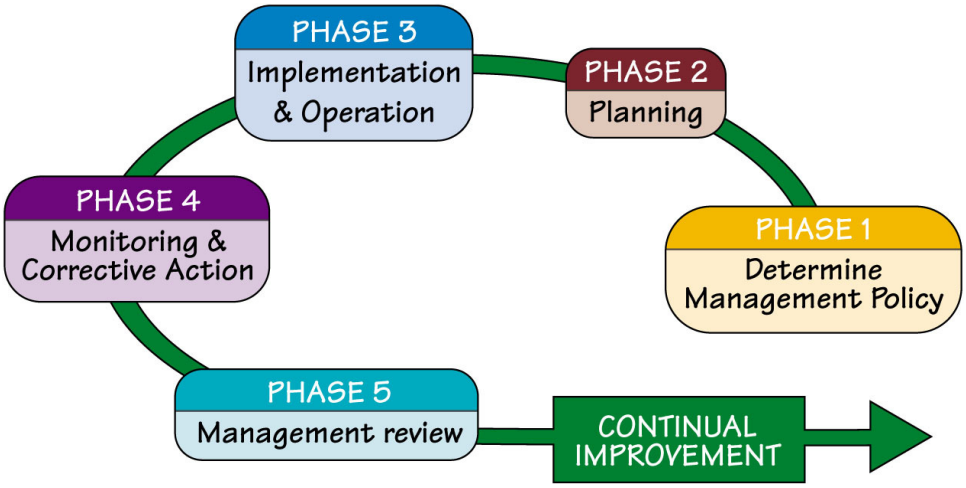


Figure 33: Proposed structure of the Enterprise Management Plan (Adapted from SABS ISO 14004:1996)

The various phases of the EMP (refer to the figure above) are summarised as follows:

17.1.1 PHASE 1: DETERMINE TOURISM MANAGEMENT POLICY

This phase constitutes the formulation of specific management policy guidelines. The management policy includes a statement by the organization/owner of its intentions and principles pertaining to overall management performance. The latter statement will provide a framework for action and for the setting of objectives and targets.

To ensure successful tourism management, it is imperative for each organisation to make a firm commitment to improve the management of its activities, products and services. Such ongoing commitment and leadership are crucial for the long-term sustainability of tourism projects.

The management policy is the driver for implementing and improving the EMP so that it can maintain and improve management performance. Such management policy establishes an overall sense of direction and sets the principles of action for the organisation.

17.1.2 PHASE 2: MANAGEMENT PLANNING

The EMP provides a framework for detailed management planning to be undertaken by the enterprise owner.

In the detailed planning phase a broad range of management requirements and criteria has to be addressed. In this phase management strategies and project proposals are formulated in accordance with the organisation's vision and goals and in compliance with the districts tourism policy (refer, for example, to the TOS described in Chapter 11.1).

This phase will also address issues such as marketing. In addition, the planning phase describes specific targets and includes the preparation of plans and drawings (e.g. site development plans, architectural plans) and documented architectural and construction guidelines (e.g. the principles of 'critical regionalism' described in Chapter 2.1).

17.1.3 PHASE 3: IMPLEMENTATION OF MANAGEMENT STRATEGIES

To ensure effective implementation of management strategies and actions, the tourism enterprise has to develop the capabilities and support mechanisms necessary to achieve their management policy, objectives and targets. These capabilities and support mechanisms should constantly evolve in response to the process of continual improvement.

17.1.4 PHASE 4: MONITORING OF MANAGEMENT ACTIONS AND IMPACTS

Measuring, monitoring and evaluating management actions and impacts are fundamentally important aspects of effective tourism management. The monitoring process requires preparing and implementing a system for measuring the organisation's actual performance against its management objectives, and for evaluating of the enterprise's compliance with relevant tourism legislation and policy.

Such monitoring will focus on, amongst other, ensuring compliance with the applicable operational standards, values and ethics and defining appropriate carrying capacity for the enterprise.

The monitoring results should be analysed and used to determine areas of success and to identify activities requiring corrective action and improvement.

17.1.5 PHASE 5: REVIEW

The enterprise should, at appropriate intervals, conduct a review of its EMP to ensure its continuing suitability and effectiveness. The scope of the review should be broad enough to address the management dimensions of all activities, products and services of the relevant institution.

17.2 CONTINUAL IMPROVEMENT OF THE ENTERPRISE

The concept of **continual improvement** should be embodied in the EMP. Continual improvement is defined as 'the process of enhancing the EMP to achieve improvements in overall performance in line with the tourism policy of the enterprise (SABS ISO 14004:1996{E}).

Continual improvement is achieved by continually evaluating the performance of the EMP against the management policies, objectives and targets, and evaluation criteria with the purpose of identifying opportunities for improvement. The continual improvement process should constitute the following:

a) Identify areas of opportunity for improvement of the EMP, which would lead to improved management performance.
b) Determine the root cause of non-conformance or deficiencies.
c) Develop and implement plans to correct and prevent root causes.
d) Document any changes in procedures resulting from process improvement.
e) Compare objective and targets.

17.2.1 SUGGESTED CRITERIA FOR PERFORMANCE MEASURING

It is suggested that enterprises give consideration to evaluating their individual and collective performance using the 'triple bottom line objectives (i.e. *financial success, social equity*, and *environmental integrity*) stated in Chapter 6.3 and the related basic criteria listed below (prepared by the Spier Institute, Stellenbosch, and Dennis Moss Partnership)[21].

a) Financial success

(i) Managing and sustaining an acceptable debt/equity ratio.

(ii) Consolidated profit after tax, providing an acceptable return on capital.

(iii) Long-term financial sustainability with reduced dependence on donors for the non-profit undertakings.

b) Social equity

In the workplace:

(i) Formal policy statement on social equity ('Equity Plan').

(ii) Support for training/education/professional development.

(iii) Empowerment of all staff.

(iv) Incentive schemes for staff.

(v) Fair and legal retrenchment procedures.

(vi) Promotion of health, safety and wellness.

In the community:

(i) Local recruitment.

(ii) Support for local businesses.

(iii) Community participation in development planning.

(iv) Support for local schools and education.

(v) Respect for and promotion of local cultures and heritage.

c) Environmental integrity

(i) Formal policy statement on environmental integrity.

(ii) Minimal ecological impact of materials used ('footprint').

(iii) Preference for renewable resources.

(iv) Most efficient use of energy, water, land and materials.

[21] Dennis Moss Partnership Inc. 2001. *Spier-De Zalze Precinct Development Framework.* Unpublished Report.

(v) Lowest possible levels of maintenance.

(vi) Maximum recycling and re-use of waste and materials.

(vii) Pollution prevention (air, land and water).

(viii) Promotion of biodiversity.

Minimise negative impacts on the scenic, cultural, historical landscape.

SECTION H: IMPLEMENTATION OF THE TOURISM PLAN

18 IMPLEMENTATION REQUIREMENTS

//Khara Hais Municipality sees this tourism plan as the first step towards the implementation of holistic and integrated tourism throughout the municipality. The municipality believes that the tourism plan will promote the ideals of sustainable development through the strategies and programs proposed in the document.

It is recognised that the tourism plan is not a final product and that it should grow and develop over time as a result of the continual improvement to be effected by the sector. However, it presents the opportunity for all stakeholders to assist with the development of a model implementation and management framework which will, over time, help ensure a better future for all the people of //Khara Hais.

The municipality recognises that the tourism plan is not the solution in itself and that its ultimate success depends on a range of factors, in particular, the following:

18.1 STAKEHOLDER INVOLVEMENT AND EMPOWERMENT

This tourism plan aims to contribute to the creation of an improved livelihood for all the people of //Khara Hais. In order to achieve this, the involvement and co-operation of all stakeholders is of fundamental importance, as they are essentially the '*custodians*' of their environment(s). An imperative in this regard is to enable all stakeholders to participate meaningfully in the planning and management of the areas where they live.

18.2 COLLABORATION AND CO-OPERATION

A key function of //Khara Hais Municipality is to undertake and sustain a program to explain the intentions and application of this tourism plan to all stakeholders, and facilitate the implementation of the proposals and recommendations put forward in this document.

As stated previously, //Khara Hais has adopted bioregional planning and management as a basis for the implementation of this tourism plan, which implies that….'*government and communities, corporate and individual interests share responsibility for co-ordinating land-use planning and for defining and implementing development options that will ensure that human needs are met in a sustainable way. This necessitates innovative forms of institutional integration and social co-operation, dialogue amongst all interested parties, participatory planning and institutional flexibility*' (PGWC 2003).

The municipality and all other members of the tourism sector commit themselves to promoting responsible tourism through the implementation of this tourism plan and call on all stakeholders to support and participate in this endeavour.

DENNIS MOSS PARTNERSHIP

STELLENBOSCH

ANNEXURE 1

TOURISM OPPORTUNITIES OR PRODUCT COMPONENTS

(IN PROCESS)

ANNEXURE 2

BROAD-BASED TOURIST ROUTE PLAN

(IN PROCESS)